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ABSTRACT

Test items for the introduction to psychology and leadership course (see the final reports which summarize the course development project, EM 010 418, EM 010 419, and EM 010 484) which were compiled as part of the project documentation and which are coordinated with the test-workbook on achieving effective communication (EM 010 426, EM 010 427, EM 010 428, and EM 010 504) are provided in this document. Progress check items with answer sheets, research pretest items, and unused items are included for criterion referenced test items, and cumulative posttest items with content references comprise research norm referenced items. EM 010 420 through EM 010 447 and EM 010 451 through EM 010 512 are related documents. (SH)

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BRS 0448

ED 071310

UNITED STATES NAVAL ACADEMY

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

TEST ITEM POOL

PART IV

ACHIEVING EFFECTIVE COMMUNICATION

EM010455

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INTRODUCTION

The test items included in this book have been prepared for use in the course, An Introduction to Psychology and Leadership. They have been compiled as part of the project documentation. Additionally, some instructors may find them of use in preparing their own quizzes and tests. The Table of Contents on the next page indicates the classification of the test items within segments. The Progress Check answers are identified by a title page. The research pretest items are identified by the word PRE in the upper right hand corner of the page. The unused items on which there are no data are identified by their enclosure in the rectangular box. The research norm referenced test items are identified by the acronym CPT in the top right corner of each page.

For those unfamiliar with the differences between criterion referenced items and norm referenced items, the following is briefly offered. Criterion referenced items test learning of specific objectives. Students are expected to perform quite well on these items if they have adequately used the instructional materials. Their relationship to the terminal and enabling objectives are referenced for each. A norm referenced item should display more discrimination power, i.e., they are expected to reflect the distinctions between students who have depth of knowledge as opposed to those who have a superficial knowledge. Since they do more than merely test objectives, they should be used cautiously since it would not be unusual or unfavorable for a large percentage of students to choose incorrectly in answering this type of item.

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ED 071310

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment I

Importance of Interpersonal Communication

Progress Check

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WESTINGHOUSE LEARNING CORPORATION
Annapolis, Maryland
1971

IMPORTANCE OF INTERPERSONAL COMMUNICATION

PROGRESS CHECK

Question 1.

Which of the following is an example of interpersonal communication?

a. The ship's yeoman types a memo and delivers it to the Training Officer.

b. The Training Officer posts a list of the third class petty officers who passed the recent test for promotion to second class.

c. The Officer of the Deck reads the Captain's night order book before assuming the watch.

d. The Executive Officer holds a meeting of department heads to discuss the quarterly training plan.

Question 2.

Select from the following the definition of general communication.

a. A process which enables one to achieve effective communication with one's subordinates.

b. A process which enables one to establish a foundation fundamental to leadership because it produces effective communication.

c. A process whereby information is sent to one or more persons in order to achieve a common understanding about some situation, object or event.

d. None of the above

Question 3.

Select from the following the correct definition of feedback.

a. Feedback separates interpersonal communications from general communications.

b. Feedback allows the sender to modify a communication.

c. Feedback, in interpersonal communication, helps make better decisions.

d. Feedback, in interpersonal communications, is that process by which a sender of a message receives some information of the effect of his message on the receiver.

Question 4.

Select from the following the correct definition of a zero interaction situation.

a. A communication situation where the sender receives no feedback

b. A communication situation where the accuracy of communication is low

c. A communication situation where the sender's confidence is low

d. A communication situation where less time is required to prepare and send a message

Question 5.

Select from the following, the paragraph which best describes the possible conclusion derived from observation of effects of zero interaction conditions.

a. A sender is separated from the receiver while describing a situation to him. No interchange of communications is allowed.

b. Accuracy of communication is impaired because there is opportunity for feedback which is important in developing good communications.

c. Accuracy of communication is low and both the sender's and receiver's confidence in the accuracy of his work is low. Although the receiver tends to become frustrated, relatively less time is required to complete the communication.

d. None of the above

Question 6.

ENS Nozzle has the duty in port on board a destroyer and conducts instruction for the fire and rescue party. He uses the time allocated to explain the use of the handybilly, oxygen breathing apparatus, fire extinguishers and all other equipment which will be used by the fire and rescue party. He allows no time for demonstrations or questions from the members of the party, which includes men who are attending their first instruction period.

Which of the following best describes this situation?

a. ENS Nozzle knows his business, however, some members in the party lack confidence that they can do their assigned tasks.

b. ENS Nozzle knows he gave a concise explanation of the use of equipment and knows the fire and rescue party can meet any emergency.

c. ENS Nozzle and his men are not confident that all members of the fire and rescue party will perform their assigned tasks because neither questions nor demonstrations on the use of equipment were permitted.

d. None of the above

Question 7.

Which of the following describes the most probable outcome of a free feedback interaction condition?

a. Before leaving his ship for two days Captain Porter leaves written instructions for the ship's office yeoman to prepare an extensive report. Captain Porter wants the report typed while he is gone so that he can sign it upon his return to the ship. The report is prepared incorrectly, because the yeoman did not fully understand the Captain's written instructions.

b. The Captain conducts his personnel inspection of the R Division on a cruiser. He smiles and congratulates the Division Officer when he notices the men's sharp appearance. Consequently the seamen are fairly confident that they have pleased the Captain.

c. The instructor of the class for disbursing clerks has to monitor a test in the next classroom. He directs his class to make the last three sets of page changes in their manuals. The instructions are on the first page in the manual. After the class finishes making the changes, they may leave. Only a third of the class members makes the page changes.

d. None of the above

Question 8.

What would you probably conclude from observing the effects of a free feedback interaction condition?

a. Because the listener is allowed to ask questions, interrupt and make comments, etc., free interaction assists communications proportionate to the amount of feedback allowed.

b. The accuracy of communication improves and the sender's and listener's confidence in the accuracy of communication improves in direct proportion to the amount of feedback allowed.

c. Frustration, due to inability to get clarification, increases and the time needed to complete a communication increases in direct proportion to the amount of feedback allowed.

d. Both a and b above

Question 9.

Select from the following the principles derived from observation of the effects of zero interaction followed by free interaction.

a. When the sender faces a listener who has been exposed to a zero feedback situation, he encounters verbal hostility and abuse.

b. When a zero interaction condition is followed by free feedback interaction, the sender encounters verbal hostility which will not decrease.

c. Verbal hostility increases as the free feedback conditions continue because frustration is overcome when the listener is able to express it.

d. Both a and c above

Question 10.

Which of the following describe(s) a relationship between leadership and communication.

a. A leader is responsible for the effectiveness of downward communication and cannot shift responsibility to a subordinate for downward communication failure.

b. A leader is responsible for improving the effectiveness and amount of his communication skill.

c. A leader is responsible for building credibility in nonstress situations in order that credibility carries over into stress situations.

d. All of the above

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Four SEGMENT I

REMEDIATION TEXT Linear Text (HLT) - VOL IV-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	d	Pages 3-6
2	c	Pages 2-6
3	d	Pages 7-10
4	a	Pages 11-14
5	c	Pages 14-16
6	c	Pages 16-19
7	d	Pages 19-27
8	d	Pages 21-31
9	a	Pages 20-27
10	d	Pages 31-43
11	☐	
12	☐	
13	☐	
14	☐	
15	☐	

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Four Segment I

ITEM NO.	T. O.	E. O.
1	1	
2	1	1
3	1	4
4	2	2
5	2	3
6	3	
7	4	
8	4	2
9	5	1
10	6	

Question 33.

Select the correct definition of a visible audience condition.

a. A communication condition in which the listener and the sender can see each other but the sender receives no feedback.

b. A communication situation in which the sender is visible to his audience.

c. A communication situation in which the sender can see his listeners and receives verbal feedback.

d. A communication situation in which the listener and sender can see each other and the sender receives nonverbal feedback.

Ans. d, Ref. 4.1, TO-3/EO-2

Question 51.

Select the statement which BEST describes the effect feedback may have upon the behavior of the sender.

a. Feedback allows the sender to modify his communication based on his knowledge of the outcome of his original communication.

b. Feedback allows the sender to evaluate the feelings of the receiver and thereby enable him to improve his interpersonal relationships.

c. Feedback allows the sender the opportunity to express his opinion on messages he receives.

d. Feedback allows the sender the opportunity to evaluate all messages that are transmitted within the command.

Ans. a, Ref. 4.1, TO-1/EO-5

PART 4 SEGMENT 1

T. O. Number	TEST ITEM
1	Which of the following is an example of interpersonal communication? a. LT Puttee reads the orders for a 20 mile march to his platoon. b. LT Buckle holds a meeting with his squad leaders to discuss the deployment of his platoon during maneuvers. c. SGT Mortar has a memo typed, regarding liberty, to his squad leaders. d. a and c above. Answer: b

REVISION______DATE:

PART 4 SEGMENT 1

T. O. Number	TEST ITEM
1 (EO-3)	Select from the following the statement which correctly indicates the relationship between the numbers of leaders and receivers and the opportunity for interaction. a. When information is sent to one or more persons a common understanding is achieved thereby causing interaction. b. The opportunity for interaction diminishes as the number of leaders and receivers increases. c. The opportunity for interaction can be categorized by the number of senders and receivers. d. The more senders and receivers there are causes more roadblocks in communications. Answer: b
REVISION ______ DATE:	

PART 4 SEGMENT I

T. O. Number	TEST ITEM
2	LT Mays, a battery commander of a 105-mm Howitzer battery in Vietnam, relayed the following field message to his battalion commander after a typhoon had hit the coast of Vietnam very close to his remote firing base. "My fire direction tents are torn to shreds. The gun wire loops are down. Water is up to our axles. We can still fire." Which is the best description of the results of this type of communication? a. The message took little time to communicate, but did not give a good picture of the total situation. b. The message was brief, but the battalion commander can be sure he has a full description of the conditions at that base. c. Having relayed this message to his commander, LT Mays can be sure that the situation is fully understood and appropriate action will be taken to alleviate it. d. None of the above. Answer: a

REVISION______DATE:

PART 4 SEGMENT I

T. O. Number	TEST ITEM
2	ENS Danforth OINC of the boarding party, sends the following message to his ship after boarding the S.S. Container, suspected of carrying contraband. "Have most of crew under guard. The Captain does not speak English. The Ship has no way on. See no contraband topside." Which is the best description of this type of communication? a. ENS Danforth is sure that the situation on S.S. Container is freely understood. b. The message was brief but ENS Danforth's commanding officer is sure he has a full description of the conditions on board the S.S. Container. c. There is no need for further communication because of ENS Danforth's brief, concise message. d. The message took little time to communicate but did not give a good picture of the total situation. Answer: d
	REVISION______DATE:

T. O. Number	TEST ITEM
3	LT Heckman is conducting a class in atomic energy. In giving a thorough explanation of an especially difficult concept, he uses all the class time, precluding questions from the class. Which of the following best describes the effects of this situation? a. LT Heckman knows that he gave a thorough explanation of the concept, so he is confident that each member of the class understands it. b. Because the class could not have points explained that were not clear, neither they nor LT Heckman feel confident that the members of the class really understand the concept. c. Although LT Heckman knows that his explanation was quite clear, the students lack confidence in their understanding of the concept. d. Although the class fully understands the concept, LT Heckman feels uncertain that he got it across to them. Answer: b

REVISION______DATE:

PART 4 SEGMENT I

T. O. Number	TEST ITEM
3 (EO-2)	Identify the correct definition of a visible audience condition. a. A communication condition which is better than a zero feedback condition. b. A communication situation which improves accuracy in the listeners understanding of the subject. c. A communication situation which increases interaction between the sender and receiver. d. A communication situation where the sender receives no verbal feedback. Answer: d
REVISION______DATE:	

PART 4 SEGMENT 1

T. O. Number	TEST ITEM
4	Select from the following communication situations the description of the most characteristic outcome of a free interaction condition. a. ENS Primer before going on liberty gives the Duty Gunner's Mate a memo to break out small arms and ammunition by 0700 for target practice. The proper ammunition is not ready at 0700 because the memo is not precise. b. ENS Whistle calls a meeting of his division petty officers and presents his training schedules for the week. He lets his petty officers comment on the schedules and makes changes that will permit completing a schedule. ENS Whistle and his petty officers concur in the schedule after changes are made. c. LTJG Toggle has a meeting with his junior division officers and gives them instructions in preparing for inspection and backs it up with a memo. He is confident that the inspection will be excellent. d. None of the above. Answer: b

REVISION______DATE:

PART 4 SEGMENT 1

T. O. Number	TEST ITEM
4 (EO-1)	Select from the following the correct definition of a free interaction condition. a. A communication situation where frustration is minimal. b. A communication situation where the listeners confidence in accuracy of his work is high. c. A communication situation where the sender receives maximum feedback. d. A communication situation where the sender's confidence in accuracy of sending is high. Answer: c

REVISION______DATE:

PART 4 SEGMENT I

T. O. Number	TEST ITEM
5	The ensign in the M Division is a very strict disciplinarian. Because of his severity, the morale in the division is low. Recognizing the seriousness of the situation, the commanding officer directs that the ensign be reassigned. He is replaced by ENS Johnson, who is sincerely interested in his men's welfare. ENS Johnson encourages his men to come to him with any grievances they may have. Which of the following best describes the effects of this situation upon ENS Johnson and his men? a. The seamen will accept the new ensign immediately, because he expressed an interest in their welfare. b. The seamen will be hostile towards ENS Johnson because of the frustration they encountered under the previous officer. However, this hostility will be overcome as the men are given a chance to express their frustration. c. The seamen will always feel hostile toward all officers because of the frustration they encountered under the previous officer. d. ENS Johnson will feel hostile toward his men because they express their frustrations to him. Answer: b

REVISION______DATE:

PART 4 SEGMENT I

T. O. Number	TEST ITEM
5	1LT Swagger always outlines an operation order to his platoon. He expects his platoon to follow orders and perform the operation with no further guidance and as a result his squad leaders are unsure of their assignments. As a result of a jeep accident, LT Swagger is hospitalized just prior to an operation and 2LT Stick assumes command. He reviews the operation order and tactics with his squad leaders and ensures they have an opportunity for commenting on the method of conducting the operation. After listening to their comments he makes assignments and carries out the operation order. Which of the following best describes the consequential effects upon LT Stick and his men. a. The squad leaders and their men will accept 2LT Stick immediately. b. The squad leaders will accept 2LT Stick immediately but it will take the other marines a bit longer. c. The platoon will feel hostile to 2LT Stick because he is an officer. d. The platoon will be hostile to 2LT Stick initially, however, this will be overcome as they see that 2LT Stick not only asks their opinions but also implements them. Answer: d

REVISION______DATE:

PART 4 SEGMENT I

T. O. Number	TEST ITEM
6	Which paragraph best describes the relationship between leadership and communication? a. Leadership is exercised through communication. In a communication situation the sender has responsbilities to fulfill, but the receiver does not. Therefore, because the leader is usually the sender in military communication situations, he will be held responsible for any communication failure. For this reason, a leader should improve the effectiveness of his communications skills. b. Leadership is exercised through communication. In a communication situation both sender and receiver have responsibilities to fulfill. This is true in military communication situations also. Therefore, it is the leader's responsibility to decide under what circumstances he should shift the responsibility for communication failure downward to his men. c. Leadership is exercised through communication. In a communication situation both sender and receiver have responsibilities to fulfill. However, in military communication situations the leader will always be held responsible for any communication failure, because he is responsible for mission accomplishment. Therefore, it is also the leader's responsibility to improve the effectiveness of his communications skills. d. Leadership is exercised through communication. In a communication situation both sender and receiver have responsibilities to fulfill. However, in military communication situations it is usually the receiver who is responsible for any communication failure. Therefore, because the leader is usually the receiver in military communication situations, he will be held responsible for communication failures. For this reason, a leader should improve the effectiveness of his communications skills. Answer: c

REVISION______DATE:

PART 4 SEGMENT 1

T. O. Number	TEST ITEM
6 (EO-5)	Which of the following best describes the use of feedback by the leader as a key to effective leadership. a. A key to effective leadership is the amount of interpersonal communications between the leader and his men. b. A key to effective leadership is the use of feedback which reflects the motivation of the leader. c. A key to effective leadership is the use of feedback to effectively delegate responsibility for downward communications. d. A key to effective leadership is the sensitivity with which the leader can accurately interpret feedback from his men in order that he may modify future communications based on feedback. Answer: d

REVISION______DATE:

Question 6.

What is a distinguishing characteristic of interpersonal communication?

a. An information transmission process intended to achieve a common understanding about some situation, object, or event

b. The process of uttering by mouth or in words; spoken

c. The process which permits the sender to modify his communication

d. The elimination of most, if not all, barriers to communication

Answer: a Ref. CO I-A.1, A.2; II-A.2.

Question 3.

A large corporation has just set forth new rules and regulations in its main plant, and the company executives are receiving feedback of mixed reactions from the plant workers.

How can the company executives encourage feedback from their workers while ensuring acceptance of the new procedures?

a. Communication from top to bottom and vice versa is always a problem in a multilevel organization. With effective leadership and sufficient time, the situation will correct itself.

b. Top management should arrange a meeting with all workers to explain the rationale for the new rules and regulations and request the workers' cooperation.

c. Notices should be posted explaining the changes and the necessity for them, and requesting worker suggestions, via the suggestion boxes or discussions with supervisors for effective implementation and continued operation.

d. All of the above

Answer: c Ref. CO I-A.1., B.1., C.1.; III-C.1.

CUMULATIVE POST-TEST

FOUR

Question 1.

The process by which a sender receives information of the effect of his message on the receiver is known as:

a. Audience interaction

b. Receiver reaction

c. Interpersonal communication

d. Feedback

Answer: d Ref. CO I-A.2.a.

Question 12.

Which matching of words and statements is correct?

1. Audio-visual
2. Oral
3. Visible audience
4. Verbal

A. Moderate interaction

B. Anything spoken or in writing

C. Message reception

D. Uttered by mouth or in words; spoken

a. 1-B, 2-A, 3-C, 4-D

b. 1-A, 2-D, 3-C, 4-B

c. 1-C, 2-D, 3-A, 4-B

d. 1-B, 2-D, 3-A, 4-C

Answer: c Ref. CO I-A.2, B.1; II-A.2; III-A.2,C.2,3.

Question 18.

What is a good example of a free feedback condition?

a. A professor's lecture on physical chemistry followed by a ten-minute question/answer session

b. A group discussion on the sociopolitical effects of television

c. A group listening to an audio tape on communication, with the tape stopped frequently so that the students may answer questions

d. A group studying a programed text on learning processes, followed by a group critique of the method of presentation

Answer: b Ref. CO I-B.1.

Question 27.

Which of the following will likely occur as a result of a change from free feedback interaction to visible audience interaction?

a. Receiver frustration will increase over the former level.

b. The accuracy of communication will decrease slightly.

c. The time required to complete the communication will decrease somewhat.

d. All of the above

Answer: d Ref. CO I-B.1.

Question 30.

What is a good example of the level of interaction described as the "visible audience" condition?

a. Professor Smith lectured to a group of students for 50 minutes, without a single comment from the class, describing and diagraming the composition of an igneous rock.

b. Professor Cartwright was lecturing to a group of college students on the effects of drugs, but was unable to complete the lecture because of all the questions asked by the students during the lecture.

c. Professor Brown asked the students if any one of them could explain the trigonometric identities about to be proved before going into detail on them in his lecture. Two students volunteered.

d. All of the above

Answer: a Ref. CO I-B.1.

Question 5.

Which kind of communication should be LEAST susceptible to the effects of psychological barriers?

a. Oral, free feedback

b. Non-verbal, visible audience

c. Written, zero interaction

d. Written, free feedback

Answer: a Ref. CO I-B.1.c.

Question 15.

Match the examples of communication with the levels of interaction which they illustrate.

1. A written communication from the president of a hierarchical organization to all the vice presidents, with replies not requested or desired
2. A professor's presentation to a large class on the psychological barriers in communication
3. A verbal communication from a division officer to his petty officers, followed by an invitation to open discussion which the petty officers fail to take advantage of
4. A discussion in economics class on the effects of a new tax bill

A. Visible audience condition
B. Free feedback condition
C. Zero level feedback
D. B and C

a. 1-D, 2-A, 3-C, 4-B
b. 1-A, 2-B, 3-D, 4-B
c. 1-B, 2-C, 3-B, 4-D
d. 1-C, 2-A, 3-D, 4-B

Answer: d Ref. CO I-B.1; II-A.2.

Question 8.

Match the examples of communication to appropriate uses of feedback in overcoming communication barriers.

1. A radio operator has difficulty in transmission because of the excessive amount of static on the receiver.
2. A memorandum is sent to department heads with an underlined and capitalized request for immediate reply.
3. A ship's flashing light signal cannot be seen by the harbormaster because of heavy fog.
4. A petty officer explains the use of a piece of equipment, and requires each man to demonstrate its operation.

A. Evaluation of performance permits assessment of effects of psychological barriers

B. Repetition of the message by the receiver is required to check reception

C. Absence of reply to the message requires a change to another form of communication

D. Message completion requires an attention-getting communication

a. 1-C, 2-B, 3-A, 4-D

b. 1-C, 2-B, 3-D, 4-A

c. 1-B, 2-D, 3-C, 4-A

d. 1-B, 2-C, 3-D, 4-A

Answer: c Ref. CO I-B.1; III-C.1.

Question 26.

Professor Smith changes his lecture course to a seminar in order to establish free feedback interaction with his students.

Which of the following are the likely results of this change?

a. Receiver frustration and the time to complete communication will decrease, while the accuracy of communication and confidence in that accuracy will increase.

b. Time to complete the communication and its accuracy will increase, while receiver frustration and confidence in the accuracy of communication will decrease.

c. Receiver frustration will decrease, but the accuracy of communication, confidence in that accuracy, and time to complete the communication will all increase.

d. None of the above

Answer: c Ref. CO I-B.2.

Question 29.

Match the communication problems and solutions.

1. A lieutenant orders his men to do a job a certain way, and is startled to find later that they have been getting the job done differently all along.

2. A southern executive recently entered a northern firm and tells his secretary to make arrangements to have someone carry him to the airport that afternoon. The secretary laughed at his request.

3. A business executive laid the blame on his office manager for not getting the work done in accordance with his verbal instructions. The office manager had misinterpreted the instructions.

A. One must remember that a conceptual barrier is caused because some words have different meanings for the sender and receiver.

B. A leader must remember he is responsible for the effectiveness of downward communication, and must be aware of his subordinates' limitations.

C. A leader must remember that he has the responsibility for improving his communication skills.

D. A leader must encourage and be sensitive to feedback.

a. 1-B, 2-A, 3-D

b. 1-A, 2-B, 3-D

c. 1-A, 2-D, 3-C

d. 1-B, 2-D, 3-C

Answer: a Ref. CO . I-C.2,4; III-C.2.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment II

Types of Communication

Progress Check

WESTINGHOUSE LEARNING CORPORATION
Annapolis, Maryland
1971

TYPES OF COMMUNICATION

PROGRESS CHECK

Question 1.

Chief Small, senior quartermaster aboard a cruiser in port for overhaul, gives a lecture on buoyage systems to the men in his division. Because of his vast knowledge of the subject the Chief decides not to use any training aids. However, his accent sometimes creates problems for him in getting his point across. About midway in his lecture some yard workers arrive to make alterations to the space where the lecture is being held.

Which of the following statements best describes the reason for Chief Small's lecture being a poor oral message?

a. Oral communication often requires visual support material for clarification.

b. Oral delivery is often subject to interference due to noise.

c. Oral communications are often subject to distractions due to pronunciation.

d. All of the above

Question 2.

CAPT Land is the Commanding Officer of the USS Princeton. His ship was about to complete a nine-month deployment when orders were received to remain on station an additional two months. CAPT Land must decide what means of communication he should use to inform the crew of the change in the ship's schedule.

Which of the following means of communication should the Captain use to announce the change of schedule to the ship's crew, with the primary goal of minimizing the effects of the message on crew morale?

a. CAPT Land should pass the word over the 1MC.

b. CAPT Land should have the message put in the Plan of the Day.

c. CAPT Land should have the Executive Officer pass the word at morning quarters.

d. CAPT Land should assemble the crew and give them the message orally.

Question 3.

Select the correct DEFINITION of oral communication.

a. Uttered by mouth or in words; spoken

b. Verbal transmission of a message from one individual to another

c. Verbal transmission of a message

d. All of the above

Question 4.

The most accurate comparison of the advantages and disadvantages of written communication would be:

a. Although written communication is subject to rapid distortion, its primary advantage is that it can be filed as a permanent record.

b. Although written communication reduces distortion and can be referred to later, immediate clarification is not readily available.

c. Although written communication enhances retention, can be filed to become a permanent record, and allows for immediate feedback, it requires extensive preparation time.

d. Although written communication is subject to rapid distortion, its primary advantage is immediate clarification.

Question 5.

LT Smyth is the Personnel Officer for an aircraft squadron of three hundred men. Knowing that these men are personally concerned with the Sea-Shore rotation plan used by the Navy, he has decided to give an oral lecture on SEAVEY-SHORVEY procedures to all the division officers within the squadron. The purpose of the lecture is to give to the division officers the knowledge they need to discuss the timing, requirements and procedures of the rotation plan intelligently with their men. A few weeks after the lecture, however, LT Smyth still finds that the men in his squadron have as many--possibly more--questions about SEAVEY-SHORVEY patterns.

Which statement best illustrates the disadvantages of oral communication, as described in the above example?

a. Oral communication used with complex information is not conducive to long term retention by the receiver.

b. Oral communication is subject to rapid distortion in the memory.

c. Oral communication often requires visual support material for clarification.

d. All of the above

BLANK

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Four SEGMENT II

REMEDIATION TEXT Linear Text (HLT)

ITEM	ANSWER	REMEDIATION REFERENCE
1	d	Pages 2, 11, 12, 15-16, 19-21
2	d	Pages 22-27
3	a	Pages 2-3
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Four Segment II

ITEM NO.	T. O.	E. O.
1	1	2
2	1	
3	1	1
4	1	3
5		
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Question 4.

The Annual Navy Relief Drive began about two weeks ago. ENS Bond recently overheard his men discussing the subject and was not entirely sure they would contribute. At his next divisional meeting he asked the Chaplain to explain the administration of the Navy Relief Program. ENS Bond also showed his men a chart depicting the ways in which contribution monies are used, and one that listed several projects of the Navy Relief Organization. After this information was presented, ENS Bond dramatically cited examples of men previously in his division who had received aid from Navy Relief at times when they were experiencing severe financial difficulties, and he vividly described how any one of his men might some day request assistance from Navy Relief.

Which of the following statements best illustrates the nonverbal communication shown in the above example?

a. ENS Bond's gestures, tone of voice, and facial expressions, emphasizing the important aspects of the Navy Relief Program and its direct connection with the men

b. ENS Bond's use of the charts, which gave the men a better understanding of the Navy Relief Organization

c. The effect of having a knowledgeable person (the Chaplain) explain the administration of the program

d. ENS Bond's citing examples of his men previously obtaining assistance from the Navy Relief Organization

Ans. a, Ref. 4.2, TO-3/EO-2

PART 4 SEGMENT II

T. O. Number	TEST ITEM
1	The gunnery officer aboard a destroyer assigned to the midshipman cruise scheduled one period of gunnery instruction for the first classmen on board. The gunnery officer selected one of the forward 5"/38 gun turrets as the place for the instruction. He personally gave the instruction on the nomenclature and functioning of the 5"/38 gun mount to only a small number of first classmen in the turret at one time. Adequate time was given for questions and the gunnery officer even had assigned one of his best gunners' mates to answer additional questions the midshipmen might have after they came out of the turret. Select from the choices below the one best evaluation of this oral communication. a. The gunnery officer used the advantages of oral communication and eliminated all the disadvantages. b. The gunnery officer would have used the advantages of oral communications better if he had held the class in a classroom for everyone at one time and used schematic training aids of the 5"/38 gun.

-continued on next page-

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PART 4 SEGMENT II

T. O. Number	TEST ITEM
	-continued from previous page-
1	c. This oral communication was a good example of the advantages of this type of communication. The gunnery officer overcame several of the disadvantages by using a real weapon and keeping the groups small. d. The disadvantages of oral communication far outweigh the advantages and in this example it would have been better for the gunnery officer to simply pass out a printed information sheet to the midshipmen and not take time to instruct them in the turret. Answer: c

REVISION______DATE:

PART 4 SEGMENT II

T. O. Number	TEST ITEM
1	Captain Land is the Commanding Officer of the USS Always Sail. His ship was about to complete a nine month deployment when orders were received to remain on station an additional two months. Captain Land immediately assembled the entire crew and told them of the changes in the ship's schedule. Which of the following statements best explains why a morale problem did not develop? a. Captain Land was able to explain the situation and to bring about better understanding through the added suport of non-verbal communications aspects. b. Captain Land was able to obtain immediate feedback and gear his amplifying remarks accordingly. c. Captain Land was in a position to clarify immediately any questions asked. d. All of the above. Answer: d

REVISION______DATE:

PART 4 SEGMENT II

T. O. Number	TEST ITEM
1 EO-1	Which of the following are areas of verbal communication a young officer may expect to encounter: a. Personal social situations; outside the chain of command. b. Navy organization life; within the chain of command. c. Personal social situations; outside the Navy organization. d. All of the above. Answer: d
REVISION______DATE:	

PART 4 SEGMENT II

T. O. Number	TEST ITEM
1	The Commanding Officer of the Naval Dental Clinic on Guam informs the Commander Naval Forces Marianas that the clinic would have a reduced workload during July and August. He therefore recommends that the Admiral permit all school age dependents to receive dental surface flouridation between the hours of 0900 and 1200 during these months. The Admiral approves of this recommendation. Which of the following means of communication would most effectively announce the plan to the personnel in all activities. (a) For the Admiral to direct all Commanding Officers to run the announcement in their Plans of the Day. (b) For the Chief of Staff to contact the Executive Officers of all commands. (c) For the Commanding Officer of the Naval Dental Clinic to contact all Commanding Officers. (d) For the Commanding Officer of the Naval Dental Clinic to prepare a notice for signature by the Commander Naval Forces Marianas and distribute to all commands. Answer: d

REVISION______DATE:

PART 4 SEGMENT II

T. O. Number	TEST ITEM
1 (EO-2)	LT Smyth is personnel officer for a squadron of three hundred men. Knowing that these men are personally concerned with the Sea-Shore rotation plan used by the Navy, he has decided to give an oral lecture on SEAVEY-SHORVEY procedures to all the division officers within the squadron. The purpose of the lecture was to give to the division officers the knowledge they need to discuss the timing, requirements and procedures of the rotation plan intelligently with their men. A few weeks after the lecture, however, LT Smyth still finds that the men in his squadron have as many-possibly more-questions about SEAVEY-SHORVEY patterns. Which statement below best illustrates the disadvantages of oral communication, as described in the above example? a. Oral communication used with complex information is not conducive to long term retention by the receiver. b. Oral communication is subject to rapid distortion in the memory. c. Oral communication often requires visual support material for clarification. d. All of the above. Answer: d

REVISION______DATE:

PART 4 SEGMENT II

T. O. Number	TEST ITEM
1	ENS Charles has been the Airframes division officer with a squadron for a short period of time. Although most of his men have been assigned to the division for at least a year, he has noted that the men lack unity and Espirit de Corps. After conferring with his leading chief in the division, he decides that the men need a division party to bring about a feeling of unity within the division. Which of the following statements best indicates the means ENS Charles should use to inform the men of the plans for a division party, in order to obtain maximum voluntary attendance? a. A short memorandum from the division officer to the men. b. Formal invitations. c. Calling the men together and telling them of the party d. Posting a note on the division's bulletin board. Answer: c

REVISION______DATE:

Question 19.

Which of the following examples describes a verbal communication situation within the Navy organization?

a. Two young lieutenants talking shop during dinner with their wives at the officers' club

b. Several petty officers, while on liberty together, discussing the capabilities of their leading chief

c. A chief petty officer explaining the operation of a certain piece of equipment to his men

d. All of the above

Answer: c Ref. CO II-A.1.

Question 13.

Which of the following correctly states the advantages and disadvantages of written communications?

a. Written communications are retainable, may include clarifying diagrams, and require little preparation time, but they preclude immediate feedback and may require further clarification.

b. Written communications are retainable and may include diagrams to preclude further, later clarification, but prevent immediate feedback and require extensive preparation time.

c. Written communications are retainable and may overcome the lack of immediate feedback by including clarifying diagrams, but they require extensive preparation time and may require further, later clarification.

d. Written communications are retainable and can include clarifying diagrams, but they preclude immediate feedback, require extensive preparation time, and may need further clarification.

Answer: d CO II-A.2.

Question 21.

A yeoman in your office is an energetic worker, but each time you issue him an oral directive, he fails to follow it exactly.

What is the best solution to your problem?

a. If, after counseling, his performance does not improve, replace him with someone more efficient and effective for your organization.

b. Explain several times in greater detail just what it is that you want him to do.

c. Issue directives in smaller increments, i.e., one step of a task at a time, and check its accomplishment before directing the next step.

d. Accompany oral directives with a note outlining your instructions for subsequent reference.

Answer: d Ref. CO II-A.2.

Question 24.

What is the relationship between detecting and decoding?

a. Detecting involves the reception of oral messages, while decoding involves the interpretation of written messages.

b. Detecting and decoding deal with the reception and interpretation of nonverbal, as opposed to verbal, communications.

c. Detecting deals with sensory reception of the message and decoding involves the interpretation of the message.

d. Both the detecting and decoding functions can be hampered by physical and psychological barriers.

Answer: c Ref. CO II-A.2; III-A.2, B.1,2.

Question 22.

What is the difference between verbal and nonverbal communication?

a. Verbal communication is any spoken communication whereas nonverbal communication covers written material, pictures, codes, flashing lights, etc.

b. Verbal communication is anything which is uttered by mouth or in words, while nonverbal communication covers all other forms of communication.

c. Verbal communication is anything which is spoken or written while nonverbal communication covers codes, flashing lights, signals, etc.

d. Verbal communication is anything which is spoken or written, while nonverbal communication pertains to the conduct and action of the sender.

Answer: d Ref. CO II-A.2, B.1.

Question 4.

Which matching of words and statements is correct?

1. Oral
2. Action
3. Barrier

A. Pitch and tone of voice

B. Interruption by receiver to ask questions

C. Allows clarification and explanation of message

D. Difference in sender's and receiver's previous experience

a. 1-A, 2-C, 3-B

b. 1-A, 2-B, 3-D

c. 1-C, 2-D, 3-B

d. 1-C, 2-A, 3-D

Answer: d Ref. CO . II-A.2., B.1; III-C.2.

Question 23.

Which of the following is an example of nonverbal communication?

a. You have just read a letter from one of your best friends whom you haven't seen in years.

b. You are walking along the docks in Boston and you observe two sailors signaling each other with their hands.

c. You ask a friend at dinner to pass the salt, and he does so without acknowledging you in any way.

d. You receive a long distance phone call from your girl friend but since you are not at home there is only a note that she has called.

Answer: b Ref. CO II-B.1.

Question 7.

Which matching of words and statements is correct?

1. Action
2. Conduct
3. Detecting
4. Decoding

A. Long term behavior pattern

B. Establishing word meaning

C. Attention of receiver

D. Immediate behavior of sender

a. 1-D, 2-A, 3-B, 4-C

b. 1-D, 2-A, 3-C, 4-B

c. 1-C, 2-A, 3-D, 4-B

d. 1-A, 2-D, 3-C, 4-B

Answer: b Ref. CO II-B.1; III-B.1,2.

Question 11.

A leading chief, newly assigned to your division, is exceptionally well-groomed and neat in appearance, and keeps his office and desk well organized and orderly. As time passes, improvement in the appearance of the men, and their living and work spaces is evident.

What aspect of communication was involved in the chief's leadership?

a. Personal conduct
b. Personal interaction
c. Effective action
d. Nonverbal feedback

Answer: a Ref. CO II-B.1; I-A.1,2.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment III

The Communication Process
(Receiver and Barriers)

Progress Check

WESTINGHOUSE LEARNING CORPORATION
Annapolis, Maryland
1971

THE COMMUNICATION PROCESS (RECEIVER AND BARRIERS)

PROGRESS CHECK

Question 1.

A junior officer is in charge of a detail of men from the ship. They are to march in the Armed Forces Day Parade in the city in which the ship is visiting for the occasion. The officer outlines the events of the day for the men as follows: "I know you men are no more happy with this assignment than I am, but it will all be worth it as we are to be the guests of the city at dinner tomorrow evening after the parade. We will leave the ship at 0800 in the morning and be transported by bus to the assembly point. The same bus and driver will pick us up at the ship at 1800 tomorrow to transport us to dinner. When the parade is over we will wait at the dispersal area for transportation back to the ship. You are free to go from the parade on liberty if you so desire."

Which of the following statements best describes the probable cause of a communication failure between this officer and the men in the above situation?

a. The structure component of the message was inadequate.

b. The officer created confusion when he elaborated to the men that he didn't like the assignment any more than they did.

c. The sequence component of the message was poorly planned and presented by the officer.

d. The officer ignored the feedback he was getting from the men, as he should have known that they volunteered for the detail rather than having been assigned to it.

Question 2.

Which of the following statements correctly describes all of the aspects of the communication process?

a. A person to whom the message is directed, a person who transmits the message, and the process which permits the sender to modify his communication based upon his knowledge of the outcome of his original communication

b. A person to transmit a message, a person to receive the message, and feedback from the person to whom the message is directed

c. A person to whom a message is transmitted, something which causes a blockage or distortion of the message, and the feedback which permits the sender to modify his communication

d. A person who transmits a message, a person to whom the message is directed, anything that causes blockage or distortion of the message, and that which allows the sender to modify his communication, based upon his knowledge of the outcome of his original communication

Question 3.

During English class, a MIDN was looking out the window at the snow. Being a skiing enthusiast, he began planning his weekend in the mountains. At the end of the class period the professor gave the students a quiz on the material he had just covered in class, and the young skiing enthusiast failed the quiz.

Which of the following statements correctly states the reason for the above communication failure?

a. The professor failed to utilize feedback from the inattentive student.

b. A communication barrier existed between the student and the professor due to the distraction of the snow.

c. The student's psychological attention was not attuned to the instruction of the professor, preventing detection of the message.

d. The student's memory was preoccupied by skiing, preventing decoding of the message.

Question 4.

Which of the following statements best describes the factors affecting the decoding of a message?

a. The receiver uses his memory to establish word meaning, which must equal the sender's meaning and which must be emphasized by the sender's nonverbal communication.

b. The meaning of the detected words must equal the sender's meaning, which must be accompanied by nonverbal symbols.

c. In order to decode the message, the receiver must use his memory to establish word meaning, and interpret the meaning of the gestures and tone of voice used by the sender.

d. The receiver's interpretation of the nonverbal communication of the sender, the ability of the receiver to use his memory to establish the word meanings, and the relation of the receiver's word meanings to those of the sender.

Question 5.

The Commanding Officer of a ship has just returned from a predeployment conference in the Force Commander's office. He informs the Executive Officer that two of the four ports which they were scheduled to visit upon completion of their operations on deployment have been cancelled, and that there isn't much hope of scheduling any new ports to visit due to the location of their deployment; he orders the word put out. At a department head meeting that afternoon the Executive Officer passes this message to them, and they in turn notify their division officers. The word on the cancellation of the ports of visit finally filters down to the men on board. One afternoon the Executive Officer while talking to one of the men in the Deck Division, is asked why the ship isn't going to visit any liberty ports upon completion of their deployed exercises.

What action should have been taken to prevent such a physical barrier from happening in the communication network?

a. The information should never have been put out to all hands, but passed only to the officers.

b. The information should have been published in the Plan of the Day or announced over the PA system, to eliminate the movement of the message through so many links.

c. The Commanding Officer should not have passed the word to anyone other than his Executive Officer and the Navigator, as a serious morale problem could have been caused by the leak of such information.

d. The Executive Officer should have required a questionnaire to be made up on the up-coming deployment to be filled out by all hands to ensure that everyone had the correct information on the deployment.

Question 6.

Which of the following statements is the correct definition of a physical communication barrier?

a. Too great a distance between the sender and the receiver may require them to change their type of communication.

b. Barriers within the environment that cause interference with the reception of the message by the sensory organs

c. Barriers within the environment which prevent a message being transmitted from the sender to the receiver

d. A physical communication barrier must be comprised of the following: physical distance, audio-visual interference conditions, size and complexity of the organization, and the amount of communication in the environment.

Question 7.

LCDR Smith, in charge of the Military Personnel Office at the Naval Submarine Base, Pearl Harbor, Hawaii, had revised the procedures for processing orders into six steps instead of three. He tried to call his assistant, LTJG Hanks, but found he was not at his desk. LCDR Smith decided to go get a cup of coffee. As he walked into the coffee mess he saw Mr. Hanks talking to his wife who had just returned from the doctor's office with the news that they are expecting their first child. LCDR Smith stopped and proceeded to explain the six steps in the procedure which he had just revised to Mr. Hanks. Mr. Hanks, of course, heard little, if anything, that LCDR Smith had to say.

Which of the following statements most correctly identifies the action which should have been taken by LCDR Smith to prevent the breakdown in communications?

a. Mr. Hanks' wife should not have been on board during normal working hours, so LCDR Smith should have ordered him back to the office to discuss the six steps in the new procedure.

b. Since the breakdown in communications was caused by a status problem, LCDR Smith should have used empathy and been concerned with Mr. Hanks' communication first.

c. Since the breakdown was caused by message competition, LCDR Smith should have waited until Mr. Hanks returned to the office to explain the new procedures.

d. None of the above

Question 8.

Which of the following statements best describes the disadvantages of excessive communications?

a. It causes unnecessary delays of action if such is the intent of a message.

b. It limits the lower levels in the communication network in obtaining clarification of the message from higher levels.

c. With excessive communication in the environment a message will be distorted and diluted by the time it reaches its end.

d. Excessive communications causes message competition, impairs the feedback process, and delays action.

Question 9.

The men in the division had spent the entire day holding "Field Day" aboard the ship in preparation for the Materiel Inspection which was to be held the following day, and they were physically exhausted. The ship was moored about a half a mile from the main gate of the base. One of the seamen in the division (who is from the south) lives just outside of the main gate, and at "Knock off ship's work," he asked several of the men in the division if they would "carry him home." "Carry me" in the south means the same as "Give me a lift." The men he asked looked at him as though he was some sort of a nut and just went on their way and prepared to leave the ship at "Liberty Call."

Why does a communication breakdown exist and what course of action could have been taken to prevent it?

a. The words of the sender had a different meaning for the receivers because of the different parts of the country in which they were raised. The situation could have been prevented by one of the men asking the seaman exactly what he meant by "carry."

b. Because of the different parts of the country in which the men involved were raised, the words meant one thing to the sender and another to the receiver. The young seaman should have realized his error in using the phrase "carry me" from the feedback he was getting, and should have asked one of the men for a lift home.

c. Both of the above

d. None of the above

Question 10.

Which of the following statements best describes the concept of a psychological barrier?

a. Barriers that are present in the receiver and/or the sender that may require them to change their type of communication

b. Barriers that are present in the receiver and which cause interference with the reception of the message by the sensory organs.

c. Barriers that are present in the receiver and/or the sender which prevent reception of the message.

d. None of the above

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Four SEGMENT III

REMEDIATION TEXT Linear Text (HLT)

ITEM	ANSWER	REMEDIATION REFERENCE
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3	c	Pages 6-8
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5	b	Pages 9-16
6	b	Pages 17-19
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8	d	Pages 13-14, 18
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Four Segment III

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1	1	
2	1	1
3	2	
4	2	2
5	3	
6	4	1
7	4	
8	4	6
9	5	
10	5	1

Question 75.

Which of the following statements is descriptive of physical distance as a barrier in communication?

a. The Officer-of-the-Deck of a ship in port cannot hear the message of the shipyard superintendent on the pier.

b. The signalman of one ship cannot read the signal flags of the signalman of another ship beyond the horizon.

c. Both of the above

d. None of the above

Ans. c, Ref. 4.3, TO-4/EO-3

PART 4 SEGMENT III

T. O. Number	TEST ITEM
1	The executive officer aboard an AS calls his chief yeoman into his stateroom. He tells the chief that he has a detailed report on the status of ship's personnel which must be typed as soon as possible in order to meet the Bureau's deadline. The last thing the executive officer tells the chief is to ensure that the report is typed in the proper format. When the report is finished and returned, the executive officer is disappointed because the report was not typed in the same format indicated on his rough. Which of the following statements best describes the probable cause of the communication failure? (a) The chief yeoman never acknowledged the order of the executive officer with "Aye-Aye, Sir," before departing the executive officer's stateroom which would have indicated that he understood and would comply. (b) The order of format for the report was not understood by the chief yeoman the same way as it was intended by the executive officer. (c) There was no time for the executive officer to utilize the feedback process of communication. If there had been, he would have known that the chief did not understand what the proper format was. (d) The executive officer should have taken the time to explain in more detail what was expected of the chief. Answer: b

REVISION______DATE:

PART 4 SEGMENT III

T. O. Number	TEST ITEM
1 EO-2	Which of the following items are representative of the components of a message? (a) Information content, blockage or distortion, and sequence. (b) Redundancy, sequence, information content, and non-verbal symbols. (c) Structure, redundancy, and gestures. (d) Sequence, structure, redundancy, and the information content. Answer: d

REVISION_____ DATE:

PART 4 SEGMENT III

T. O. Number	TEST ITEM
2	LT Harris, an NROTC Instructor, was lecturing his class of midshipmen in "The Principles of Leadership." The lecture involved many technical terms from psychology, sociology, and management. However, LT Harris' presentation dealt mainly with principles rather than definitions, since he felt that the meaning of the terms was clear from the context. LT Harris continually walked back and forth in front of the classroom with his hand in his pocket, and spoke in a monotone voice. The midshipmen failed to grasp the principles of leadership being taught during this session of class. Which of the following statements correctly describes the communication failure which occurred through the decoding process? (a) LT Harris' lack of non-verbal communication caused the communication failure. (b) The students' past experience was inadequate to provide accurate meaning for many of the words in the lecture. (c) The structure component of the lecture was very poorly prepared causing the midshipmen's senses to be directed toward something or someone other than the Lieutenant. (d) Because of LT Harris' failure to set an example of leadership while lecturing on "The Principles of Leadership," he set up a communication barrier between himself and the midshipmen causing the communication failure. Answer: a
REVISION______DATE:	

PART 4 SEGMENT III

T. O. Number	TEST ITEM
2	ENS Thornton is absorbed in a telephone conversation when LT Blankenship gives him a message to relay to CPO Morton. Later Blankenship discovers that the message was not relayed and asks Thornton why. Thornton has no recollection of having been given the message. The cause of this breakdown in communication is in the: a. detecting. b. decoding. c. both d. neither Answer: a

REVISION______DATE:

T. O. Number	TEST ITEM
3	Aboard a carrier, an SKCM is the leading chief of the supply department. While going over the records of the department he noticed that some of the spare parts, which are required to be onboard at all times, have not yet been received by the ship. When asked, the SK1 who was responsible for ordering the spare parts said that he knew it would take some time to procure the spare parts when they were ordered, as they had to be manufactured, and that he wouldn't be able to procure the spare parts for another two weeks. The SKCM immediately commenced to "chew-out" the SK1, and told him that he, the SKCM, had a whole department to concern himself with, and not just one particular job as did the SK1. What should have been accomplished to overcome the communication barrier between the leading chief and the SK1? (a) The leading chief should have used empathy, his experience, and familiarity with the SK1's problem and helped him. (b) The leading chief should have realized that no junior likes to report a failure in his work to a senior, and should have created the atmosphere in which the SK1 would have reported to him when he was having difficulties in the procurement of the spare parts. (c) Neither of the above are solutions to the problem. (d) Both of the above are solutions to the problem. Answer: d

REVISION______ DATE:

T. O. Number	TEST ITEM
4 EO-3	Which of the following statements is descriptive of physical distance as a barrier in communication. (a) The signalman of one ship cannot read the signal flags of the signalman of another ship after sunset. (b) The Officer-of-the-deck of a ship in port cannot hear the message of the shipyard superintendent on the pier. (c) Both a and b above are correct. (d) Neither a nor b above are correct. Answer: b

REVISION______ DATE:

PART 4 SEGMENT III

T. O. Number	TEST ITEM
1 EO-3	Which of the following statements best describes the conditions under which effective communication occurs? (a) When the message is understood by the receiver as the sender intended it to be understood. (b) Effective communication is accomplished when the encoding of the message is done in such a way as to allow perfect decoding and detecting. (c) When time has been taken by the sender to perfect the encoding of a message and the elimination of all communications barriers has been assured. (d) All of the above. Answer: a

REVISION______DATE:

T. O. Number	TEST ITEM
2 EO-1	Which of the following statements is correct concerning the factors affecting message detection? (a) In order to detect the message, the senses of sight, and hearing must receive the message at some level of consciousness. (b) The receiver's senses must be directed toward the sender. (c) The receiver's psychological attention must be attuned to the message. (d) All of the above. Answer: d

REVISION______DATE:

PART 4 SEGMENT III

T. O. Number	TEST ITEM
3	A division officer is instructing a CPO in his responsibility for details of daily inspection of spaces. He spends a long time describing a desired physical arrangement of equipment, and then mentions numerous other details. During the next inspection the division officer notices that the equipment arrangement is incorrect, and that quite a few of the details were not attended to. How can the division officer overcome the communication barrier illustrated here? a. Reduce the ammount of communication to cover one point at a time, though this would mean taking two days to deliver one full message. b. Be certain that the CPO is giving his full attention to the message, and that no distractions are in the environment. c. Draw a diagram of the arrangement of the equipment, then just give the details orally. d. Draw a diagram of the equipment arrangement and make up a check-list of the details. Answer: d

REVISION______DATE:

PART 4 SEGMENT III

T. O. Number	TEST ITEM
4	CAPT Green calls to tell LT Meredith that MAJ Warren wanted to see him at 1400 with regard to an idea LT Meredith had submitted. LT Meredith was not in at the time and the message was given to LT Dickson, who regarded Meredith as a professional threat. LT Dickson took the message down and placed it on LT Meredith's desk, but in such a way as to pretty well ensure that he would not find it in time to make his interview with the major. Which of the following was the cause of this communication breakdown? a. Message competition. b. Number of links. c. Status-ego problem. d. False expectations. Answer: c
REVISION______DATE:	

PART 4 SEGMENT III

T. O. Number	TEST ITEM
4	In the preceding example, which course of action could have been taken to prevent the communication breakdown? a. CAPT Green should have made certain he had LT Dickson's attention before giving him the message. b. CAPT Green should have had LT Meredith call him back rather than leave the message with Dickson. c. MAJ Warren should have called LT Meredith personally. d. LT Meredith should have been expecting the message, so he should have kept a lookout for it. Answer: b
REVISION______DATE:	

T. O. Number	TEST ITEM
4	A three day symposium of enlisted men throughout the Navy was held in Washington, D.C., to discuss the problems of Morale and Leadership among the enlisted ranks. The symposium was headed by a Captain from the Bureau of Naval Personnel along with the Master Chief Petty Officer of the Navy. The agenda items which were to be discussed at the symposium were mailed out to the various participating commands well in advance. During the symposium, almost all of the representatives had comment to make on each item, either by elaborating on the particular problem within their own command, or by suggesting ways in which they thought the situation could be corrected. At the end of the three days only half of the items had been discussed, thus causing the failure of the symposium. What action should have been taken to prevent such a communication breakdown? (a) The Captain and the Master Chief Petty Officer of the Navy should have limited the discussion to suggestions on how they could solve the problems, and limited the time of each representative's presentation. (b) The symposium should have been broken down into sub-groups, each with his own leader at the very beginning, and then the leaders of each of the sub-groups acting as the spokesman for that group when the agenda items were brought before the symposium as a whole. (c) The Captain and the Master Chief Petty Officer of the Navy should have presented each problem to the group and offered several solutions for each of the problems discussed, then asked for a group vote on the solutions offered for each problem. (d) Any or all of the above solutions would have prevented the problem. correct answer: b

REVISION______DATE:

PART 4 SEGMENT III

T. O. Number	TEST ITEM
5	While attached to the staff of Commander Submarine Squadron FOUR in Key West, Florida, a YN3 spent a day at sea aboard a visiting British submarine as one of the staff's observers. While entering port that afternoon, the commanding officer of the visiting submarine sent for the yeoman to report to the bridge and then asked him what was meant by the signal flags flying from the flag hoist on the base. The yeoman merely told the commanding officer of the British submarine that he didn't know one signal flag from the other, which really infuriated the captain. Upon returning to port the captain of the British submarine reported the unsatisfactory performance of the staff yeoman to the squadron. Which of the following statements clearly states the problem which existed and the best possible action which could have been taken to overcome the communication barrier? (a) The staff yeoman should not have been allowed to ride the visiting submarine as an observer if he was not familiar with the signal flags. A more experienced man should have been sent out as the staff observer. (b) Yeoman in the U. S. Navy is a man who works in the administrative field, where yeoman in the British Navy is a Signalman. This should have been made known to the yeoman before sending him out as the staff's observer, and the situation could have been explained to the commanding officer. (c) Yeoman in the U. S. Navy is a man who works in the administrative field where yeoman in the British Navy is a Signalman, but this was no excuse for the staff yeoman not to know what the signal flags meant. (d) The staff yeoman should have been given training in the signal flags, so that he was equipped to communicate their meaning. Answer: b

REVISION______DATE:

PART 4 SEGMENT III

T. O. Number	TEST ITEM
5 EO-2	Which of the following examples is representative of a perceptual barrier to communication? (a) While watching television an airplane flies extremely low over your house distorting the video portion of the program and making so much noise that you can't hear the program. (b) While working in the office, you are so preoccupied with your work that you don't hear the telephone ring. (c) While talking with a friend you are distracted by a young girl walking by in a mini skirt and don't hear your friend. (d) None of the above. Answer: d

REVISION______DATE:

Question 2.

What is the relationship among information content, redundancy, structure, and sequence?

a. They are all important aspects of the effective communications process.

b. All four are necessary components of a properly prepared message.

c. Information content, structure, and sequence are necessary in a message; redundancy is to be avoided.

d. None of the above

Answer: b Ref. CO III-A.2.

Question 16.

What is the difference between conduct and action in nonverbal communication?

a. Conduct is the anticipated behavior of the sender, while action is the actual, immediate behavior noted.

b. Conduct is the long term behavior pattern, while action is the immediate behavior by the sender.

c. Action is the immediate modification of a message by the sender, while conduct is the longer term accomplishment of the message instructions.

d. None of the above

Answer: b Ref. . CO III-B.1.a., 1.b.

Question 17.

A student whose college classes are grouped on a Monday-Wednesday-Friday schedule has an off-campus job. By Friday afternoon he is usually tired out and falls asleep during his history lecture. He misses so much that he fails the course.

In which communication process is his failure rooted?

a. Decoding
b. Detecting
c. Audio/visual barrier
d. Perceptual barrier

Answer: b Ref. CO III-B.1.a., 1.b.

Question 20.

What is the difference, if any, between audio/visual barriers and physical distance in communication?

a. Physical distance refers to actual distance between sender and receiver, and determines the mode of communication (oral or written), while audio/visual barriers refer to noise and light which interfere with reception regardless of distance.

b. Audio/visual barriers include anything that interferes with the hearing or sight of the receiver; thus, physical distance constitutes a type of audio/visual barrier.

c. Physical distance is an environmental factor while audio/visual barriers have to do with detecting/decoding processes in the receiver.

d. There is no difference since they are both barriers within the environment that cause interference with the reception of the message by the sensory organs.

Answer: a Ref. CO III-C.1.

Question 14.

You see a friend across the street. You shout over to him that you'll meet him at the corner drugstore for coffee in a few minutes. However, he can't understand what you are saying because of the traffic noise.

What kind of a communication barrier is involved in this example?

a. Environmental
b. Perceptual
c. Audio/visual
d. Distance

Answer: c Ref. CO III-C.1.a.1) through 2)a)

Question 9.

Environmental factors causing interference with reception of the message by the sensory organs are:

a. Audio/visual barriers

b. Environmental barriers

c. Physical barriers

d. Perceptual barriers

Answer: c Ref. CO III-C.1.

Question 25.

Which of the following examples of communications in hierarchical structures is most likely to be subject to distortion and dilution?

a. The Deck Division Officer directs a messenger to hand-carry emergency requisitions through the ship's Supply Office for approval, and then directly to the depot ashore.

b. The Captain explains the up-coming liberty procedures to the crew over the 1MC.

c. The division officer explains a new inspection policy to the division petty officers and tells them to be sure that the word is passed to all men of the division.

d. A major change to an important personnel regulation is received. Though there are not sufficient copies to post throughout the ship, each division officer receives a copy to read and explain to his men.

Answer: c Ref. CO III-C.1.

Question 10.

RADM Jones sends a written communication to his German NATO counterpart.

Which of the following communication barriers is most likely to cause a breakdown in communications?

a. Conceptual

b. Cultural

c. Organizational

d. Perceptual

Answer: b Ref. CO III-C.1, C.2.

Question 28.

What is the correct definition of conceptual barriers?

a. Barriers present in the receiver and/or sender which distort the meaning of the message

b. Barriers that arise primarily from differences in semantic frames of reference

c. Barriers which arise from differences in the sender's and receiver's previous experience

d. Barriers which arise from the environment of the sender and the receiver

Answer: b Ref. CO III-C.2.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment IV

The Communication Process
(Sender and Feedback)

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

THE COMMUNICATION PROCESS (SENDER AND FEEDBACK)

PROGRESS CHECK

Question 1.

Marine CAPT Rollins assembled his four platoon leaders to explain the next mission. Their company, which had not been in combat for over a month, was to engage in a search-and-destroy mission in conjunction with three other companies--each performing a different function. The objective was to encircle an enemy battalion in a deserted village in Vinh Loc District. CAPT Rollins' unit and another company were to lead the attack, with the other two companies acting as blocking forces. The mission was dangerous and timing was of extreme importance.

(Continued)

Question 1. (Continued)

Which of these is the best delivery technique for communicating the assignment to the platoon leaders?

a. CAPT Rollins should begin by emphasizing that the platoon leaders had not been in combat for a long time, and had better listen attentively. He should then proceed to inform them of the battalion's objectives and the roles of the other individual companies. After explaining their own roles he should remind them that they are expected to perform well.

b. CAPT Rollins should begin his explanation by stating that on the basis of the company's excellent performance record in the past, they have been again selected to lead the attack in the upcoming operation. He should then explain the overall mission and fully explore the company's role in relation to the other companies. During the discourse, CAPT Rollins should periodically ask key questions about the timing of the operation and the planned manner of execution. He should further encourage the platoon leaders to ask questions or make suggestions so that the assignment is completely understood by everyone.

c. CAPT Rollins should give his platoon leaders a formal briefing on the mission. He should reestablish his own position as leader and final decision maker. The platoon leaders should be made to repeat everything they have heard so that CAPT Rollins is certain that no misunderstandings exist.

d. CAPT Rollins should initially emphasize the danger in the new mission and remind the platoon leaders that sloppiness in timing will not be tolerated. He should allow the platoon leaders opportunity to ask key questions or make suggestions so that the assignment is completely understood by everyone.

Question 2.

Select the statement which correctly defines encoding.

a. Encoding is to receive a sender's thoughts and then convert them into meaningful sentences.

b. Encoding is a means of disguising thoughts so that disinterested parties cannot understand them.

c. Encoding refers to the conversion of the sender's thoughts into oral, written, and nonverbal symbols.

d. Encoding is the selection of those words and symbols which are inappropriate to understandable communications.

Question 3.

LTJG Thomas ordered his men to "hasten to the assistance of all the hapless gentlemen of the aircraft cubicles who by an unfortunate stroke of fate find themselves surrounded by the lapping frowns of salted water."

Select the reason why LTJG Thomas' men did not understand this order.

a. LTJG Thomas did not utilize enough nonverbal symbols in his communication.

b. LTJG Thomas misused his men's frame of reference.

c. LTJG Thomas failed to consider the men's moment-to-moment variations in mood.

d. LTJG Thomas did not use appropriate language in communicating his order.

Question 4.

LTJG Webster, an officer whose heavy drinking often resulted in substandard appearance, lectured his men on the necessity of maintaining military discipline, behavior, and appearance while on liberty in a foreign port.

Select the statement which describes the best way to deliver the message while maintaining credibility.

a. LTJG Webster should have had another officer deliver the lecture.

b. LTJG Webster should have issued a written directive for personal distribution to each man.

c. There is no best way for LTJG Webster to give such a lecture to his men without loss of credibility until such time as his conduct and performance of duty are exemplary in all aspects.

d. LTJG Webster should have apologized first for his sloppy appearance and then delivered the lecture to his men.

Question 5.

LTJG Clay called all his CPOs together for a briefing. The men were all experienced repair supervisors who had attended the most advanced Navy schools in their specialty. LTJG Clay explained their new responsibilities in simplistic terms, as if they might not understand the technical language generally used in such briefings.

Select the statement which is the best alternative way LTJG Clay could state his message and avoid a negative impression.

a. LTJG Clay should issue a written memorandum.

b. LTJG Clay should use language appropriate to his CPOs' level of understanding to avoid talking down to them.

c. LTJG Clay could improve his own competence in the repair area.

d. LTJG Clay should provide extra instruction for his men before briefing them on new material.

Question 6.

Select the statement which best describes the reason for asking key questions.

a. Key questions should be asked because verbal communication is one of the least effective forms of communicating.

b. Key questions should be asked because it must be assured that a message sent has long range applicability.

c. Key questions should be asked because it is possible that the receiver and sender may give entirely different meanings to the same message.

d. Key questions should be asked so that the least intelligent receiver is made to understand the message.

Question 7.

Select the statement which describes the correct reasons for modifying a message.

a. Senders tend to evaluate, judge, and approve or disapprove of other people's statements.

b. Enlisted men tend to listen only to communication that is geared to their interests and needs.

c. Most senders talk down to their receivers without realizing it.

d. Receivers tend to evaluate, judge, and approve or disapprove of other people's statements.

Question 8.

Select the example(s) in which the officer has applied the rule of obtaining attention.

a. "LCPL Jones, you are the best shooter in the company. When we go to the rifle range tomorrow, I want you to prove that to the others."

b. "Mister Fletcher, ENS Topp is smart, competent and aggressive. Why haven't you completed the job I gave you yesterday?"

c. "ENS Topp, see to it that all your incompetent misfits are given extra instruction on naval customs and traditions."

d. Both a and b above

Question 9.

CAPT Reynolds, a Marine reconnaissance pilot, was informed by his commander that an increase in the aerial reconnaissance coverage of the infantry's area of operation was necessary. He called a briefing of all his pilots.

Select the example of message delivery and feedback which will best assure CAPT Reynolds that the pilots understand his orders.

a. CAPT Reynolds should present the information orally followed by a question and answer discussion period.

b. CAPT Reynolds should ask the pilots to individually come into his office after the briefing to state their questions or objections.

c. CAPT Reynolds should provide each pilot with a written proposal of the changes to be made, and ask them to submit their written comments as soon as possible.

d. None of the above

Question 10.

LTJG Decker of the Air Department called all the repair supervisors into the briefing room. He told them that the present time allotted for the repair of certain engines would be decreased by one half. The supervisors looked at each other in dismay. PO Masters asked LTJG Decker if they were to receive additional personnel. Decker replied with a curt "Negative."

Select the statement(s) which correctly describe(s) the mode of feedback the leader received.

a. The mode of feedback was in the form of a verbal question.

b. The mode of feedback was in the form of facial expressions of dismay.

c. The mode of feedback was in the form of initial silence or lack of feedback.

d. Both a and b above

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Four SEGMENT IV

REMEDIATION TEXT Audio Script (HHATS)

ITEM	ANSWER	REMEDIATION REFERENCE
1	b	Pages 8-14
2	c	Pages 1-7
3	d	Pages 1-5
4	c	Pages 8-12
5	b	Pages 4, 8, 12
6	c	Pages 12-14
7	d	Pages 15-16
8	a	Pages 2-3
9	a	Pages 1-3, 19-21
10	d	Pages 21-24
11	☐	
12	☐	
13	☐	
14	☐	
15	☐	

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Four Segment IV

ITEM NO.	T. O.	E. O.
1	1	
2	2	1
3	2	4
4	5	
5	5	3
6	5	4
7	6	1
8	6	4
9	7	
10	7	3

Question 19.

Select the statement below which correctly describes the "purpose of feedback."

a. The purpose of feedback is to ensure that the intended message has been received.

b. The purpose of feedback is to ensure that the message has been understood by the receiver the way it was intended by the sender.

c. The purpose of feedback is to ensure that the intended message has been sent from the receiver's point of reference.

d. The purpose of feedback is to provide the sender information about the condition of the receiver.

Ans. b, Ref. 4.4, TO-7/EO-1

PART 4 SEGMENT IV

T. O. Number	TEST ITEM
1	LTJG Zachman had completed his security investigation of the facilities aboard the USS Sullivan. He had discovered that many security practices did not conform to Naval regulations. Before departing, LTJG Zachman was required to report his findings to LT Houser, the ship's Executive Officer. Select the message and delivery technique LTJG Zachman should employ to communicate his findings. a. LTJG Zachman should politely explain the necessity of adhering to security regulations. He should then state his findings and tell the XO that changes are expected to be made immediately. b. LTJG Zachman should completely explain his findings, both orally and in writing, in terms the XO understands. If the XO has any questions they should be answered thoroughly. c. LTJG Zachman should submit his findings on a written report to the XO. A reference list of the appropriate regulations should be included. d. a and b correct answer: b
	REVISION__________ DATE:

PART 4 SEGMENT IV

T. O. Number

TEST ITEM

2

The men of LCU-61 had been running resupply missions to a beleaguered Marine outpost for three weeks. Each time they neared the outpost, the LCU had to weather intense enemy small arms and rocket fire. The morale of the men, who had very little rest, was falling, and casualities were rising. LT Butterworth had to inform them of the necessity to accomplish this mission one more time.

Select the paragraph below which identifies the approach that LT Butterworth should employ to most accurately convey his intentions.

a. "Men, I know you're tired and frightened, but we have to go in one more time. The Marines in the outpost are tired too, and probably scared. They have received almost constant enemy bombardment, and desparately need these supplies. We haven't let them down yet-- are we going to now?"

b. "Men, the Commander says we have to go in once more. I know that some of you won't make it, but the Commander says we have to, and we will. Let's show him that we have what it takes."

c. "Men, the enemy is almost beaten. We have to go in one more time. I know that I've told you this before but I believe it this time. The enemy cannot sustain the attack much longer, and we have to do our part."

d. "Men, the enemy is on the run. The Marines in the outpost need more supplies to keep it that way. We have to go in once more. Remember, as we receive fire, pour it back on them."

correct answer: a

REVISION______DATE:

T. O. Number	TEST ITEM
2 (EO-1)	Select the statement below which correctly defines encoding. a. Encoding is to receive a sender's thoughts and then convert them into meaningful sentences. b. Encoding is a means of disguising thoughts so that disinterested parties cannot understand them. c. Encoding refers to the conversion of the sender's thoughts into oral, written, and non-verbal symbols. d. Encoding is the selection of those words and symbols which are inappropriate to understandable communications. correct answer: c

REVISION______DATE:

PART 4 SEGMENT IV

T. O. Number	TEST ITEM
2 (EO-2)	Select the encoding technique below which is most likely to result in a successfully communicated message. a. ENS Melter must explain to his repairmen the necessity for effective accomplishment of their duties, since the Admiral will most likely inspect the results. He should begin by stressing the importance of time, and finish by mentioning the Admiral's probable inspection. b. LT Parker is sending a squad of experienced men to destroy an enemy bunker. Parker should tell them that he has a mission that only the most experienced can handle, and then proceed to explain what is expected. c. LTJG Pace has been directed by his CO to cancel all liberty for his Division. LTJG Pace should begin by saying, "Well men, I know this is going to be difficult to understand, but all liberty is canceled. d. a and c correct answer: b

REVISION______ DATE:

PART 4 SEGMENT IV

T. O. Number	TEST ITEM
2 (EO-4)	LTJG Thomas ordered his men to "hasten to the assistance of all the hapless gentlemen of the aircraft cubicles who by an unfortunate stroke of fate find themselves surrounded by the lapping frowns of salted water." Select the reason why LTJG Thomas' men did not understand this order. **a.** LTJG Thomas did not utilize enough non-verbal symbols in his communication. **b.** LTJG Thomas misused his men's frame of reference. **c.** LTJG Thomas failed to consider the men's moment-to-moment variations in mood. **d.** LTJG Thomas did not use appropriate language in communicating his order. correct answer: d
	REVISION__________ DATE:

PART 4 SEGMENT IV

T. O. Number

TEST ITEM

3

LT Cromwell's platoon had been preparing for a special inspection by the base commander, and the men had devoted much time the past week to the preparation of their equipment and quarters. The day of the inspection the Base Commander called and said that he would not inspect. With the platoon standing by for the inspection, LT Cromwell shows up in a uniform that is obviously not the one prescribed for the inspection and tells his platoon in a joking manner that the Base Commander had heard they needed an extra week to get ready and had postponed his inspection until next week. LT Cromwell made a cursory inspection of the area then told the PLT SGT that the quarters were in order but individual equipment was cruddy and he told the squad leaders just the opposite.

Select the statement which describes the best alternative delivery of LT Cromwell's message.

a. Tell the platoon the inspection has been cancelled, tell them why, if known, and then inspect them to be better prepared for next week.

b. Inspect the platoon first, then tell them the Base Commander can't make it.

c. Tell the platoon they are all out of uniform, give them 15 minutes to change, then go back and tell them the Base Commander won't inspect, but the PLT SGT will.

d. Inform the platoon that the Base Commander has fouled up again, that the inspection is cancelled and dismiss the platoon.

correct answer: a

REVISION______DATE:

PART 4 SEGMENT IV

T. O. Number	TEST ITEM
4	Select from the examples below the one which represents the best use of a delivery technique. a. The men under ENS Platters' supervision had not received any special liberty despite repeated promises. ENS Platters explained their new assignments to them, adding that if it was accomplished quickly they would all receive special liberty. b. LT Crouch's platoon had met enemy forces on combat on every mission in the past three weeks. After explaining the specifics of the search mission they would begin in the morning, LT Crouch assured his men of an uneventful day. c. LTJG Fayes, a respected officer, told his men that the ship's mission was of extreme importance and that each man would have to give his best effort. d. LT Fleming told his men that any infractions of the rules would bring an immediate Article 15. LT Fleming had rarely punished anyone in his unit. correct answer: c
	REVISION__________ DATE:

T. O. Number	TEST ITEM
5 (EO-1)	From the choices below, select those which are factors considered in evaluating sender credibility. 1. Rank 2. Trustworthiness 3. Drive 4. Mental status a. 1 and 2 b. 2 and 3 c. 2 and 4 d. 1 and 3 correct answer: b

REVISION______DATE:

PART 4 SEGMENT IV

T. O. Number	TEST ITEM
5 (EO-2)	Select the example below which is descriptive of behavior most likely to result in sender credibility. a. LTJG Finley makes it a practice to publicly reprimand his subordinates. b. LT Marcalus usually permits his men to return late from liberty. c. ENS Kelleher insists that his men have the cleanest head and quarters area on the ship. d. LT Kelley expects no more of his men than he does of himself. correct answer: d

REVISION______DATE:

T. O. Number	TEST ITEM
7	CAPT Reynolds, a marine reconnaissance pilot, was informed by his commander that an increase in the aerial reconnaissance coverage of the infantry's area of operation was necessary. He called a briefing of all his pilots. Select the example of message delivery and feedback below which will best assure CAPT Reynolds that the pilots understand his orders. a. CAPT Reynolds should present the information orally followed by a question and answer discussion period. b. CAPT Reynolds should ask the pilots to individually come into his office after the briefing to state their questions or objections. c. CAPT Reynolds should provide each pilot with a written proposal of the changes to be made, and ask them to submit their written comments as soon as possible. d. None of the above. correct answer: a

REVISION______DATE:

T. O. Number	TEST ITEM
7 (EO-1)	Select the statement below which correctly describes the "purpose of feedback". a. The purpose of feedback is to ensure that the intended message has been received without the need for modification. b. The purpose of feedback is to ensure that the intended message has been received from the sender's point of view. c. The purpose of feedback is to ensure that the intended message has been sent from the receiver's point of reference. d. The purpose of feedback is to ensure that no additional message modification is necessary for the general understanding of the message. correct answer: b
	REVISION__________DATE:

T. O. Number	TEST ITEM
7 (EO-2)	Select the statement below which best describes the characteristics of feedback. a. Feedback is a behavioral response from receiver to sender which tends to facilitate "two-way" communication. b. Feedback is a modulated response from receiver to sender, or receiver to receiver, which tends to clarify all behavioral responses. c. Feedback is a behavioral response which excludes most receivers, thereby creating difficulty in communicating a coherent message. d. Feedback is a behavioral response by a receiver which questions the validity of the sender's initial message. correct answer: a
	REVISION__________ DATE:

PART 4 SEGMENT IV

T. O. Number	TEST ITEM
7 (EO-3)	LTJG Decker of the Air Department called all the repair supervisors into the briefing room. He told them that the present time allotted for the repair of certain engines would be decreased by one half. The supervisors looked at each other in dismay. PO Masters asked LTJG Decker if they were to receive additional personnel. Decker replied with a curt "Negative." Select the statement which correctly describes the mode of feedback the leader received. a. The mode of feedback was in the form of a verbal question. b. The mode of feedback was in the form of facial expressions of dismay. c. The mode of feedback was in the form of initial silence or lack of feedback. d. a and b correct answer: d

REVISION______DATE:

PART 4 SEGMENT IV

T. O. Number	TEST ITEM
7 (EO-4)	ENS Rayburn assembled all his enginemen in formation. They had just failed an inspection held by the ship's Captain. During the twenty-minute lecture, ENS Rayburn castigated the men for their performance, listed all their specific violations, and told them that they had better not repeat themselves in the next inspection. After his lecture, he dismissed them. Select the statement which describes the correct method to eliminate the obstacle to feedback which exists in the above example. a. ENS Rayburn should attempt to avoid conflict with his men. b. ENS Rayburn should not be too busy sending messages to give adequate attention to receiving. c. ENS Rayburn should seek to increase the magnitude of the feedback signal. d. ENS Rayburn should, in this case, be more aware of his men's sensitivities. correct answer: b
	REVISION__________ DATE:

T. O. Number	TEST ITEM
6 (EO-2)	Select the statement below which describes a correct technique for message modification. a. Empathy is an effective message modification technique. b. Sympathy is an effective message modification technique. c. The receiver's attempt to understand the sender's intent is an effective modification technique. d. The sender's constant repetition of key points is the most effective modification technique. correct answer: a

REVISION_______ DATE:

PART 4 SEGMENT IV

T. O. Number	TEST ITEM
6 (EO-3)	CAPT Holler, a Marine instructor in the Weapons Department had a well earned reputation for giving unannounced quizzes to his section. The week before the Army-Navy football game CAPT Holler stuck to his traditional routine and announced a surprise package for his section the day after the big pep rally. CAPT Holler told his section that academics were more important than football and that those midshipmen who flunked this particular quiz were expressing their lack of sincerity and desire to be Naval Officers. Proper priorities must be established, and fun and games isn't number one. Select the paragraph which describes the best alternative message that CAPT Holler could have delivered. a. Ok Gents, I realize the spirit you all have generated this week is important to the team and I know you had little opportunity for adequate study last night; but I still believe that academics are important also. Your quiz today will be given at the end of the period. b. Pep rally or not, Army-Navy game, Navy-Davidson, they all have their priorities and academics come first. Today you will be quizzed on all the material we've covered this week. c. I know that winning a football game, and this one in particular, is important to you but getting adequate grades on all of you is important to me. You should think of my position also. d. Considering the pep-rally last night, today for the quiz we will try an old technique- "Draw slips and man the boards". Correct answer: a

REVISION______DATE:

T. O. Number	TEST ITEM
6	At the beginning of the plebe summer indoctrination period, MIDN Rockwell, introduced himself to his Plebe platoon and immediately launched into his most salty style to get his unit off on the proper course. "Gents, from now on you're going to be "braced-up" and finned-out"; you'll "chop" in the corridors, "square all corners", stay off the "bulkheads", stay "outboard" on the ladders, always move smartly and answer all orders with a cheerful, "Aye, Aye, Sir!" From the expressions on the faces of the plebes, it was immediately obvious that the opening phrase had them "on the ropes". Select from the choices below a modified version of the message which would most likely insure understanding. a. Gents, starting now you must learn the position of attention, body erect, chest out, chin in, hands back along the seams of your trousers. Anytime you're proceeding from one place to another, do so at a trot-no walking; corners must be made by right angle turns. Do not lean on or touch the walls. The inside of the stairway is for upperclass. When you are given an order and the order is understood, your proper reply is, "Aye, Aye, Sir!" b. Gents, from now on you're going to be living in a new and different world. Words and phrases I use may be strange to you but you'll understand them soon. Learn to use the proper naval phraseology yourself, as soon as you can. The faster you learn the easier your life will be. c. Gents, I can tell from your expression that you didn't understand much of what I said. Well, from now on I'm your "Mama and your Poppa", you speak only when spoken to, you remain at the position of attention at all times. When you are dismissed from formation you "bounce", and if you have any questions, you ask permission to ask them. d. Ok, so you didn't understand some of the lingo, sounded like DAGO to you? Just wait til you get

----- continued on next page -----

REVISION______DATE:

PART 4 SEGMENT IV

T. O. Number	TEST ITEM
6 (EO-4)	Select the example below in which the officer has applied the rule of obtaining attention. a. "LCPL Jones, you are the best shooter in the company. When we go to the rifle range tomorrow, I want you to prove that to the others." b. "Mister Fletcher, you are smart, competent and aggressive. Why haven't you completed the job I gave you yesterday?" c. "ENS Topp, see to it that all your incompetent misfits are given extra duty for breaches of discipline." d. a and b correct answer: d

REVISION______DATE:

T. O. Number	TEST ITEM
6	----- continued from preceding page ----- into Juice, Steam, Dago and Bull, then it'll all be DAGO. When I use a term you don't recognize, just interrupt me and ask what it is. That way I can indoctrinate you quickly in the proper use of naval terminology. Correct answer: a

REVISION______DATE:

Question 22.

A crew exhibiting a decrease in efficiency snowballing toward chronic fatigue coupled with miscellaneous minor complaints at sick call (avoidance behavior) is probably experiencing:

a. Morale problems based on a credibility crisis

b. Stress manifested by fear

c. Tension release through sympathy seeking

d. Symptoms of a breakdown in both formal and informal communication leading to panic

Ans. b, Ref. CO IV

Question 8.

Which of the following statements BEST defines encoding?

a. Gaining the receiver's attention with a cue, establishing credibility, modifying message after feedback

b. The sender converting his thoughts into oral, written, and nonverbal symbols

c. Choosing words and concepts that the receiver understands in the same context as the sender

d. The capacity for comprehending another's feelings or ideas

Answer: b Ref. CO IV-A.1.

Question 34.

Dr. Roberts has been asked to prepare a written paper for the Navy on the subject of misuse of drugs. In preparation of this paper, Dr. Roberts should be aware that the parts of a long communique remembered best are:

a. The first parts

b. The last parts

c. The first and last parts

d. Those parts given verbal follow-up

Answer: c Ref. CO IV-A.1

Question 13.

The Plan of the Day is an illustration of which of the following?

A. Encoding
B. Syntax (Message organization)
C. Credibility
D. Downward communication
E. Lateral communication

a. A, B and C
b. A, B and D
c. B, C and D
d. B, D and E

Answer: b Ref. CO 'IV-A.1; V-A.2.

Question 30.

Which of the following concepts does not necessarily involve direct interaction between the sender and the receiver?

a. Open-door policy

b. Encoding

c. Feedback

d. Lateral communication

Answer: b Ref. CO IV-A.1, B.3; V-A.2.

Question 21.

Which of the following lists correctly places in descending order the steps in delivering a message under stress situations?

List A

1. Establishing credibility
2. Securing feedback
3. Organizing the message
4. Ensuring understanding

List B

1. Securing feedback
2. Organizing the message
3. Establishing credibility
4. Ensuring understanding

List C

1. Organizing the message
2. Establishing credibility
3. Securing feedback
4. Ensuring understanding

List D

1. Establishing credibility
2. Organizing the message
3. Securing feedback
4. Ensuring understanding

a. List A
b. List B
c. List C
d. List D

Answer: c Ref. CO IV-A.1.,2; VII-A.3.

Question 37.

As LTJG Jones briefed the squadron aviators on the fuel system of the F4, he paid little attention to their reactions. This was most likely because:

A. LTJG Jones was too busy delivering his message to give adequate attention to receiving.

B. LTJG Jones was insecure about his ability to perform.

C. The aviators may not have used appropriate verbal and nonverbal symbols.

D. LTJG Jones and the aviators have a different frame of reference.

E. LTJG Jones desired to avoid possibly conflicting feedback.

a. A, B, and C

b. A, B, and E

c. A, D, and E

d. B, C, and D

Answer: b Ref. CO IV-A.1, B.5.

Question 14.

As LTJG Scholz read the latest uniform regulations to his men, it was noticed that LTJG Scholz was not complying with the new rules.

LTJG Scholz, in effect:

a. Offended his men and insulted his superiors

b. Damaged his own credibility

c. Caused his men to question his competence

d. All of the above

Answer: b Ref. CO IV-A.2.

Question 33.

Which of the following statements BEST compares the components of upward communication with downward communication?

a. Upward communication involves the chain of command and the communication network consisting of people and messages; while downward communication does not necessarily use the chain of command, it utilizes the same communication network.

b. The only difference between upward and downward communication is that the people within the communication network become involved in reverse order.

c. Upward communication utilizes the chain of command and the communication network consisting of people and messages in the form of orders, directives, and procedures; while downward communication utilizes the chain of command, and the communications network consisting of people and messages in the form of requests and reports.

d. Both upward and downward communication are within the chain of command and classified as formal communications. They differ in the type messages delivered.

Answer: d Ref. CO IV-A.2.

Question 17.

High credibility of leadership will induce which of the following?

a. Upward communication
b. Fewer bad effects of rumors
c. A more effective open-door policy
d. All of the above

Answer: d Ref. . CO IV-A.2; V-A.2; VI-A.2.

Question 23.

Which matching of the following situations and effects is correct?

1.	LT Water is very competent in his job.	A.	Prevents panic
2.	ENS Gates passed his men complete and correct information.	B.	Establishes credibility
3.	CAPT Rose kept his men busy and informed.	C.	Prevents rumors
4.	LTJG Short maintains an open-door policy.	D.	Obtains feedback
		E.	Ensures downward communication
		F.	Stimulates upward communication

a. 1-B, 2-C, 3-A, 4-F

b. 1-C, 2-E, 3-F, 4-A

c. 1-C, 2-F, 3-A, 4-E

d. 1-C, 2-B, 3-A, 4-F

Answer: a Ref. CO [illegible] IV-A.2; V-A.2; VI-A.2; VII-A.2b.

Question 4.

When seeking to achieve the results listed in the first column below, you should match your aim to which one of the specifics listed in the second column?

1. Stop rumors
2. Reduce negative feedback
3. Prevent panic
4. Establish credibility

A. Remove most uncertainties.

B. Keep behavior consistent.

C. Reduce ambiguities.

D. Modify your message.

E. Avoid offense; avoid talking down.

a. 1-C, 2-D, 3-A, 4-B

b. 1-A, 2-B, 3-D, 4-C

c. 1-B, 2-E, 3-B, 4-D

d. 1-D, 2-C, 3-A, 4-E

Answer: a Ref. CO IV-A.2.a,b; VI-A.2.c,d; VII-A.2.b.,3

Question 15.

The Five-Paragraph Order is a procedure based on which of the following steps in the communication process?

a. Modification of the message

b. Context of the message

c. Organization of the message

d. Delivery of the message

Answer: c Ref. CO IV-A.2; VII-A.3.

Question 25.

LTJG Martin asked several key questions at the end of his briefing.

This would be particularly important if:

a. LTJG Martin lacked familiarity with the group's informal communication network.

b. If the briefing were being given as a result of a stress situation

c. LTJG Martin lacked confidence in himself or his competence in this particular assignment.

d. LTJG Martin did not believe in the rule he had to pass on.

Answer: b Ref. CO IV-A.2,B.4; VII-A.3.

Question 39.

Which of the following terms and relational factors is most correct?

1. Credibility
2. Rumor
3. Fear
4. Panic
5. Lateral communication

A. Dependent largely upon amount of ambiguity

B. Dependent upon sender or leader's past performance and behavior

C. Dependent upon degree

D. Dependent upon degree of social interaction

E. Dependent upon formal communication structure and need

F. Increases generally with increased frustration

a. 1-B, 2-A, 3-F, 4-C, 5-E

b. 1-A, 2-B, 3-D, 4-C, 5-E

c. 1-D, 2-E, 3-C, 4-F, 5-A

d. 1-C, 2-D, 3-A, 4-F, 5-B

Answer: a Ref. CO IV-A.2.; V-A.2.; VI-A.2.; VII-A.2.

Question 31.

Which of the following is not considered a technique in actual message delivery?

a. Organize the message

b. Avoid offending the receiver and talking down generally

c. Establish credibility

d. Ask key questions

Answer: a Ref. , CO IV-A.2; VII-A.3.

Question 9.

Which matching of the following situations and terms is correct?

1. The CO used the public address system.
2. ENS Smith empathized with his men and maintained an effective open-door policy.
3. LT Smith paused frequently as he delivered his message.
4. The division officers failed to announce the holiday leave policy.

A. Downward communication utilized

B. Upward communication enhanced

C. Promoted feedback

D. Prompted rumors

E. Demonstrated good encoding technique

a. 1-E, 2-C, 3-B, 4-E

b. 1-B, 2-A, 3-E, 4-D

c. 1-A, 2-B, 3-C, 4-D

d. 1-D, 2-E, 3-D, 4-C

Answer: c Ref. CO IV-A.3., B.4; V-A.2; VI-A.2.

Question 18.

What communication system, channel, or technique is BEST defined by the explanation that it arises from the social interactions of people within the organization?

a. The grapevine
b. The formal communication system
c. Feedback
d. The informal communication system

Answer: d Ref. CO IV-B.3

Question 38.

Which of the following could least be described as a form of feedback?

a. The Supply Officer tells all personnel requesting boots that supplies are near exhaustion.

b. The Commanding Officer issues his instructions in the Five-Paragraph Order form.

c. ENS Davis shuffles papers expectantly while waiting for his men to take advantage of his successful open-door policy.

d. ENS Franlin tells ENS Goldberg that he has been told by ENS Smith about the Captain's party planned for the entire crew at the next in-port period.

Answer: b Ref. CO IV-B.3; V-A.2; VI-A.1; VII-A.3.

Question 28.

Which matching of the following words and statements is most correct?

1. Feedback
2. Upward communication
3. Rumor
4. Panic

A. Result of weak, formal system

B. Used for reports

C. Often blocks communication

D. Facilitates two way communication

E. Threat to general well being; no appropriate response readily available

a. 1-B, 2-A, 3-C, 4-E

b. 1-B, 2-D, 3-A, 4-C

c. 1-D, 2-B, 3-A, 4-C

d. 1-D, 2-B, 3-C, 4-E

Answer: c Ref. CO IV-B.3; V-A.2; VI-A.2.; VII-A.2.

Question 5.

Which matching of the following concepts and descriptions is most correct?

1. Open-door policy
2. Five-Paragraph order
3. Grapevine
4. Communication network

A. USMC Communication Procedure

B. A type of formal communication

C. Orders down; reports up

D. A good means for feedback

a. 1-C, 2-B, 3-A, 4-D

b. 1-D, 2-A, 3-C, 4-B

c. 1-D, 2-A, 3-B, 4-C

d. 1-B, 2-A, 3-D, 4-C

Answer: d Ref. CO IV-B.4; V-A.1; VII-A.3.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment V

Formal Communication and Its Dimensions

Progress Check

WESTINGHOUSE LEARNING CORPORATION
Annapolis, Maryland
1971

FORMAL COMMUNICATION AND ITS DIMENSIONS

PROGRESS CHECK

Question 1.

Which of the following examples illustrates upward, downward and lateral official communication within the chain of command?

a. The Recreation Committee aboard a submarine held a meeting and after much discussion among themselves they agreed to submit a request that a given amount of money be allotted for a ship's party. The request was submitted to the Commanding Officer via the Recreation Council and the Executive Officer. After a day or two had passed, the letter was returned to the Recreation Committee with an approving endorsement by the Commanding Officer.

b. At a critique of an Administrative Inspection, the Squadron Engineering Officer elaborated on the discrepancies of the Engineering Department of the ship that was just inspected. The ship's Engineering Officer and his leading chief in the department both commented on these discrepancies and thanked the Squadron Engineering Officer for his efforts during his thorough inspection.

c. During a meeting of the department heads aboard a cruiser, the upcoming shipyard overhaul was discussed at great length. The department heads decided that it would be beneficial to establish a definite leave policy while the ship was undergoing overhaul, and they submitted their recommendation to the Commanding Officer via the Executive Officer.

d. All of the above

Question 2.

After attending the latest fleet deployment scheduling conference, the CRUDESPAC operations officer published a schedule of ships which were to participate in the Coral Sea celebration in Australia. The Captain of one of the designated destroyers amplified this information in a meeting with his division officers and directed that they disseminate the information and post the schedule for the celebration on the bulletin boards.

Did the Captain of the destroyer accomplish the objectives of downward communication?

a. The Captain accomplished only one of the objectives of downward communication: He controlled the flow of information.

b. The Captain accomplished both objectives of downward communication: He controlled the flow of information and he sent information from the senior to subordinate levels.

c. The Captain accomplished only one of the objectives of downward communication: He sent information from the senior to subordinate levels.

d. The Captain accomplished none of the objectives of downward communication because he relayed the information verbally only to the division officers.

Question 3.

Which of the following statements is a correct definition of upward communication?

a. The formal type of communication which gives the leader a channel in which he can immediately and directly send subordinates information

b. A type of communication used by subordinates to convey suggestions, reports, and grievances to superiors

c. The transmitting of messages from subordinate levels to other subordinate levels of the organization

d. Both b and c above

Question 4.

Which of the following statement(s) describe(s) the general objectives of upward communication?

a. To transmit information from subordinate level to senior level

b. To allow enlisted men to contribute ideas and/or constructive criticism

c. To allow a means for building a greater sense of participation by men in a division

d. All of the above

Question 5.

A Battalion Officer at a meeting with his midshipmen company commanders directs them to coordinate the use of a picnic area during June Week. Each company is authorized to use the area for one 4-hour period. During the meeting of the midshipmen company commanders to work out the schedule, MIDN Sands does not pay attention to the discussion because he is thinking of his wedding which is to take place on graduation day. Later while briefing his company on the details of the plans, MIDN Sands finds himself unable to answer questions on the uniform, transportation, expenses, and guests.

What caused the communication breakdown between the midshipmen company commanders and MIDN Sands?

a. He failed to listen carefully during the Battalion Officer's briefing.

b. He failed to listen carefully during the coordination meeting with the midshipmen company commanders.

c. He failed to train his subordinates to provide useful feedback.

d. All of the above

Question 6.

Which of the following statements is a correct definition of lateral communication?

a. The transmission of messages from one command to another command, such as from the destroyer acting as plane guard to the aircraft carrier

b. The transmission of messages from the line elements of a command to the staff elements of a command

c. The transmission of messages to persons at the same level within an organization or at the same level in different organizations

d. Lateral communication is the only formal type of communication that by-passes the chain of command.

Question 7.

As a division officer aboard a submarine tender you notice that a couple of your men show a lack of interest in their work, and that each of them at different times has been late for quarters. You have also noticed that whenever the division participates as a division in anything (intramural sports, etc.) that these men do not participate. You ask your leading chief what, if any, problems these men have and he states that he knows of no problems the men may have. As a division officer, what steps should you take to find out what their problems are?

a. Tell your leading chief to go directly to the men and find out what is troubling them, assist them with their problems, and get them back as participating members of the division.

b. Let it be known at morning quarters that you are available at any time to any of your men who want to come in and talk to you about anything. Periodically walk through the division spaces and talk informally with your men.

c. Call these men into your stateroom one at a time and let them know that you want each and every man in your division to be a participating member of the division and that you will not tolerate those who do not carry their share of the load.

d. The best solution to the problem would be to get rid of the couple of men in your division who are having problems and seek out new and better replacements from other divisions aboard your ship.

Question 8.

Which of the following statements is the best description of "open-door" policy?

a. The "open-door" policy is the leader's invitation to his subordinates to talk things over at any time at the convenience of the subordinate.

b. The "open-door" policy is the leader's invitation to his subordinates to talk things over at any time at the convenience of the leader, so the leader may meet his daily deadlines.

c. The "open-door" policy is another means to supplement and stimulate downward communication.

d. The "open-door" policy increases good relations between subordinates and the leader by offering the latter an opportunity to initiate conversations with subordinates during informal visits.

Question 9.

Which of the following statements is a description of the advantages of formal communication?

a. As a division officer, it gives you a channel through which you can immediately and directly transmit to your men information which is required for the operation of your division.

b. As a commanding officer, it would provide a channel for your crew through which they could transmit suggestions and grievances to you.

c. It gives a force commander the channel through which he can immediately and directly send commanding officers of his units information required for the operation of their ships and the force.

d. All of the above

Question 10.

Which of the following statements best describes the disadvantages of formal communication?

a. Aboard a ship the formal communication network is used strictly for communications between the ship and other units at sea, the Squadron Commander, Flotilla Commander and the Force Commander.

b. Aboard ship the formal communication network is primarily used to transmit orders downward and reports upward, which tends to stifle the use of the network for other purposes.

c. The formal communication network in the Navy permits lateral and downward communication and does not allow for upward communication.

d. Personnel in the Navy are much more apt to use the formal communication network for lateral communication than for upward or downward communication.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Four SEGMENT V

REMEDIATION TEXT Audio Script (HHATS)

ITEM	ANSWER	REMEDIATION REFERENCE
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2	b	Page 3
3	b	Page 4
4	d	Pages 5-6
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6	c	Page 8
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8	a	Page 13
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PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Four Segment V

ITEM NO.	T. O.	E. O.
1	1	
2	2	
3	3	1
4	3	4
5	4	
6	4	1
7	5	
8	5	1
9	6	
10	7	

Question 72.

Which of the following statements BEST describes the importance of upward communication?

a. Upward communication is important because it not only allows subordinates to question orders but also allows leaders to determine if the needs of their subordinates are being satisfied.

b. Upward communication is important because it allows subordinates to provide useful feedback; it is the most frequently used formal type of communication.

c. Upward communication is important because it not only allows the leader to determine if his messages are being received and acted upon as he intended but also allows the subordinates to provide useful feedback.

d. Upward communication is important because it allows feedback to reach the higher echelons of command thereby providing occasion for modification of original communications.

Ans. c, Ref. 4.5, TO-3/EO-3

T. O. Number	TEST ITEM
1	Which of the following examples illustrates official communication within the Navy? (a) While on local operations off the coast of Oahu, Hawaii, the commanding officer submits a message to the Flotilla Commander via the Division and Squadron Commanders requesting permission to spend the weekend in the port of Kahului, Maui when operations have been completed. (b) SN SMITH submits a request for mast to the division petty officer who forwards the request on to the leading chief of the division. The leading chief forwards the request to the division officer who in turn forwards it up the chain of command. (c) The executive officer, while reviewing the incoming mail, indicates on the route slip attached to an OPNAV Instruction that the Communications Officer is to prepare the rough draft of the command instruction which will disseminate the information aboard their ship. (d) All of the above. answer: d

REVISION______DATE:

T. O. Number	TEST ITEM
E.O. 1 T.O. 2	Which of the following statements is a correct definition of downward communication? (a) The transmitting of messages from the higher levels of the organization to subordinate levels. (b) The transmitting of messages from subordinate levels to higher levels of the organization. (c) The transmitting of messages to persons at the same level of the organization or other organizations. (d) The least frequently used type of formal communication. (e) Both a and d. answer: a

REVISION______DATE:

PART 4 SEGMENT V

T. O. Number	TEST ITEM
E.O. 3 T.O. 2	Which of the following statements correctly describes the general objectives of downward communication? (a) Downward communication is used to control informational flow. (b) Downward communication enables the leader to impress upon his men that they are valuable sources of information. (c) Downward communication facilitates the coordination of efforts between peers in an organization. (d) Downward communication assists in expediting communication and in insuring coordination of efforts. answer: a

REVISION______DATE:

PART 4 SEGMENT V

T. O. Number	TEST ITEM
3	Shortly after beginning a new set at the Academy, a newly-appointed Battalion Commander decided that his functions as Commander were being hampered by frequent individual meetings with his subordinate commanders to discuss their operations and/or problems. Many of the subjects brought to his attention were, in fact, similar and common to all his subordinate units. In the interest of efficiency, and to gain more time for attention to problems at his own level, the Battalion Commander directed that company-level problems be handled on-the-spot by the Company Commanders, or held in abeyance until the weekly staff meeting. Company Commanders should come to him during the remainder of the week only with real emergency situations. The Battalion Commander did find himself with a good deal more time to devote to what he considered his true function - administration of a Battalion-size organization. Unfortunately, he soon found that the weekly staff meeting had become a one-way street, with few problems presented and little feedback concerning the activities in the various companies. Upon quiet investigation, the Battalion Commander also uncovered

----- continued on the next page -----

REVISION______DATE:

T. O. Number	TEST ITEM
3	----- continued from preceding page ----- indications that a number of his directives, policies and/or procedures had been misinterpreted, misapplied or ignored in some areas, to the detriment of overall battalion performance. Obviously, upward communication had failed as a result of the Battalion Commander's action. Select the statement below which explains the failure of upward communication. a. One of the main links in the chain of upward communication (access to the Commander) is totally absent. b. The Battalion Commander's workload at his own level is so heavy that the Company Commanders hate to bother him. c. The situation above exemplifies poor leadership, not a problem of communications. d. The Battalion Commander has destroyed the atmosphere which facilitates the practical use of feedback. correct answer: d
REVISION______DATE:	

T. O. Number	TEST ITEM
3	Assume for a moment that you are a young division officer aboard a destroyer on which there has recently been a change of command. Soon after assuming command, the Commanding Officer called a meeting of all officers at which he laid out his policies in no uncertain terms. It was made quite clear that every infraction of regulations or orders will be punished, regardless of the circumstances involved. The Captain intends to foster discipline by making an example of offenders. The morning after the meeting one of the petty officers in your division was an hour late reporting back to the ship and missed muster. You did not place the petty officer on report. What was wrong with the upward chain of communication in this situation? a. You broke the chain of communication by disobeying the order to punish offenders. b. The Captain failed to create an atmosphere which would facilitate the practical use of feedback. c. There is nothing wrong with communications here, since a violation of the UCMJ has nothing to do with communications.

----- continued on next page -----

T. O. Number	TEST ITEM
3	d. You should have communicated to the Captain at the meeting that you could not condone stringent punishment for minor infractions. correct answer: b

REVISION______DATE:

PART 4 SEGMENT V

T. O. Number	TEST ITEM
4	A meeting of all CPOS aboard the Naval Communications Training Center, Pensacola was held to discuss plans for granting enlisted men leave during the academic break at Christmas time. Since all students at the school were to be granted leave for the entire period, the workload for the staff and support personnel would be greatly reduced. During this meeting, Chief Johnson, representing the men of the Training Department, was preoccupied with mentally planning his own leave. He missed the discussion of the number of men required to properly man necessary functions during the holidays, and the decision that all hands could take leave, 50% for Christmas and 50% for New Years. He also missed the "deadline" for submission of leave applications to prevent the terrific workload of a last minute rush. Chief Johnson should have pointed out, but did not, that holiday breaks are the best and the traditional time for instructors to review and revise their lesson plans, presentations and training aids; therefore, except for a three-day pass, all of his department would be aboard for the entire holiday period and require the support of other base functions.

-- cont'd on next page --

REVISION______DATE:

T. O. Number	TEST ITEM
4	The day before the holiday break began, Chiefs of other support departments realized that their plans for personnel leaves would not work, due to the requirement for support of the entire training staff. Much confusion, some disappointment and a definite drop in morale was the result. Who caused the breakdown in communications in this situation? a. The CPOS at the meeting failed to communicate with Chief Johnson. b. Chief Johnson failed to pass the word to the men of the Training Department. c. The men of the Training Department failed to communicate their desires to Chief Johnson. d. Chief Johnson failed to communicate with the other CPOS at the meeting. correct answer: d
REVISION______DATE:	

PART 4 SEGMENT V

T. O. Number

TEST ITEM

E.O. 3
T.O. 4

Which of the following statements best describes the objectives of lateral communication?

(a) Lateral communication has three objectives:
    (1) To expedite communication.
    (2) Develop greater participation by the group in the operation of a department.
    (3) To facilitate the coordination of efforts between peers and subordinates within a group.

(b) Lateral communication has two objectives:
    (1) To expedite communication.
    (2) To facilitate the coordination of efforts between peers and subordinates within a group.

(c) Lateral communication has three objectives:
    (1) To maintain information flow.
    (2) To allow feedback to reach higher levels.
    (3) To expedite communication.

(d) Lateral communication has two objectives:
    (1) To facilitate coordination of efforts among peers.
    (2) To expedite communication.

answer: d

REVISION______DATE:

T. O. Number	TEST ITEM
5 E.O. 5	Which of the following statements is descriptive of a way of supplementing the open-door policy? (a) The department head making frequent visits around the various division spaces. (b) The department head making conversation with the men in the division when he visits their spaces. (c) As a division officer while talking with one of your men, making sure you don't call the subject uninteresting or implying the same. (d) All of the above. answer: d

REVISION______DATE:

T. O. Number	TEST ITEM
5 E.O. 2	Which of the following statements best describes the importance of the open-door policy? (a) It helps maintain good relations between the men in a division and the division officer. (b) It eliminates the delay which is usually experienced through the formal communication network for men in a division. (c) It gives a commanding officer of a ship a definite insight to all the men on his ship. (d) It gives a Force Commander a chance to talk with some of the men in the force and helps to break the strain of his job. answer: a

REVISION______DATE:

PART 4 SEGMENT V

T. O. Number	TEST ITEM
6A	Which of the following statements is a description of the disadvantages of formal communications? (a) A division officer aboard ship receives an order from the executive officer to provide him with information as to why his men have such a lax attitude about their work and the ship; the division officer forwards the report back to the executive officer without discussing the situation with the other division officers to first see if the same circumstances prevail in their divisions or if they can give him any constructive criticism before he submits his report. (b) A commanding officer, after discussing tactical maneuvers with the other commanding officers in the squadron and receiving their concurrance on a needed change, submits a formal request for a change to tactical maneuvers during participation in an Amphibious Assault Landing. The request for the change is denied by the Squadron Commander. (c) Statement (a) above is incorrect because it does not describe the use of the formal communication network, but rather, describes an informal communication situation. (d) Neither statements (a) nor (b) above are descriptive of a formal communications network. A formal communication network is primarily for use of ships and other operational units for communications between each other for operational information and formal reporting only. answer: a

REVISION______DATE:

Question 36.

Which matching of the following words and statements is most correct?

1. Formal communication
2. The grapevine
3. Lateral communication
4. Downward communication

A. Within the chain of command

B. Communication dimension most frequently used

C. Not restricted to the chain of command

D. Communication dimension most frequently used for coordination

a. 1-A, 2-B, 3-C

b. 1-C, 2-D, 4-B

c. 1-B, 2-A, 4-D

d. 1-A, 2-C, 3-D

Answer: d Ref. CO V-A.1; VI-A.1.

Question 32.

ENS James maintains an open-door policy. However, when AN Hull appears at his door, ENS James is busily preparing a message which must be signed by the Captain within half an hour.

How should ENS James handle this situation?

a. Schedule another visit for AN Hull, solely at the convenience of ENS James

b. Explain to AN Hull why he can't stop to talk and schedule another visit for AN Hull, at AN Hull's convenience

c. Momentarily stop his work and then encourage AN Hull to be as brief as possible

d. None of the above

Answer: b Ref. CO V-A.2.

Question 40.

The development of good listening habits is most important to which of the following concepts?

a. Feedback

b. Encoding

c. Open-door policy

d. Communication during stress

Answer: c Ref. CO V-A.2.; IV-A.1.,2.; VII-A.3.

Question 29.

ENS James makes several informal visits to his division's work areas weekly.

This action should most assist in supporting the use of:

a. The upward communication network

b. The Five-Paragraph Order

c. The open-door policy

d. All of the above

Answer: c Ref. CO V-A.2; VII-A.3.

Question 27.

SN Smith overheard that liberty will commence at 1300 tomorrow. He informs SN Jones of this information.

This is an example of what type of communication?

a. Informal, vertical

b. Formal, vertical

c. Formal, lateral

d. Grapevine, lateral

Answer: d Ref. CO V-A.2; VI-A.1.

Question 24.

Which meaning of the following words and statements is most correct?

1. Dimensions of formal communications
2. Open-door policy
3. Fear
4. The grapevine
5. Lateral communication network

A. Creates group identification
B. Stimulates upward communication
C. Provides communication channels
D. Stimulates cohesiveness
E. Ensures understanding

a. 1-D, 2-C, 3-A, 5-E
b. 1-C, 2-B, 3-D, 4-A
c. 1-B, 2-E, 3-A, 4-C
d. 2-E, 3-D, 4-A, 5-C

Answer: b Ref. CO V-A.2; VI-2.1; VII-A.2.

Question 19.

CPO Abare is sent to another division to inform them that the department head will speak to all hands at 1500. He relays this message to CPO Jones.

This is an example of what type of communication?

a. Formal, upward

b. Formal, lateral

c. Informal, lateral

d. Informal, downward

Answer: b Ref. CO . V-A.2; VI-A.2.

Question 10.

The officers assigned to CAPT Brown have very little social interaction. This situation will most likely inhibit establishment of a strong network for what kind of communication?

a. Downward

b. Upward

c. Grapevine

d. Lateral

Answer: c Ref. CO V-A.2; VI-A.1.

Question 7.

At times, CAPT Brown unintentionally gives the impression that he is looking down on the personnel assigned to his staff. This attitude and his seeming hostility toward the enlisted men often has them confused as to which course of action to take.

This situation will probably affect which communication network with the greatest impact?

a. Downward

b. Upward

c. Lateral

c. Informal grapevine and open-door policy

Answer: b Ref. CO V-A.2; VI-A.1.

Question 3.

The Operations and Training Officer has observed a need for more truck mechanics and has been delegated the responsibility for setting up a school for training automotive mechanics. This task requires considerable coordination efforts--consulting the Personnel Officer about the availability of men and discussing equipment needs with the Supply Officer.

What is the most effective means of communication for the Training Officer to use?

a. Formal, downward communication
b. Informal, upward communication
c. Formal, lateral communication
d. Informal, grapevine communication

Answer: c Ref. CO V-2; VI-1.

INTRODUCTION TO PSYCHOLOGY
AND LEADERSHIP

RESEARCH UNIT FIVE
(PART FOUR, SEGMENTS IV-VII)

CUMULATIVE POST-TEST

FIVE

Question 1.

Verbal communication from CDR Smith, the Executive Officer, via the department heads to the division officers is in example of which dimension of communication?

a. Informal
b. Lateral
c. Downward
d. Upward

Answer: c Ref. CO V-A.1,2.

Question 2.

Aboard the USS Saturn, all official orders and even routine instructions are put in writing and transmitted via the chain of command. There is an equal insistence that all reports be submitted in writing with appropriate copies for files.

This use of the communication network aboard the USS Saturn most likely will result in a:

a. Weakening of the lateral communication network

b. Stifling of user of the communication network for other than formal, official communications

c. Decrease of the ship's grapevine network

d. Weakening of the vertical communication network

Answer: b CO V-A.4; VI-A.1.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment VI

Informal Communication

Progress Check

WESTINGHOUSE LEARNING CORPORATION
Annapolis, Maryland
1971

INFORMAL COMMUNICATION

PROGRESS CHECK

Question 1.

A ship has been at sea for three weeks simulating wartime conditions in enemy waters. The crew is fatigued and grumbling. The ship is scheduled to leave the operating area early Thursday morning and transit back to port arriving late Friday afternoon (around 1700). During transit to port, the ship holds ISE (Independent Ship's Exercises) all day Thursday, and most of Friday. Friday morning a notice appears in the Plan of the Day which states that there will be a personnel inspection for all hands at 0900 Saturday morning. After making port, and the evening meal, several of the men are busy in the berthing compartments getting ready for the Saturday inspection. One man asks another if he is going on liberty after inspection. The second man replies, "How can anyone go on liberty. We've spent three weeks holding exercises and I've got a heck of a lot of work to get done. I think the skipper is nuts! The least he could have done is let us get some of our departmental work done en route to port instead of holding those stupid exercises."

Choose from the statements below the one which best describes the probable outcome of the informal communication above.

a. This irresponsible comment will soon be communicated upwards. When it is, the man will undoubtedly be placed on report.

b. Such informal communication merely provides an emotional safety valve, as the man expressed his emotions without the fear of any repercussions.

c. Such distorted information will start a rumor and soon many of the crew will believe that the Captain is mentally unstable.

d. All of the above

Question 2.

Which of the following statements is an example of informal communication?

a. A written message of thanks is received by the Captain from the Chamber of Commerce of the city of Tampa, Florida, thanking him for having participated in their celebration of Armed Forces Day.

b. One ensign mentions to another in the wardroom that the ship will be visiting New Orleans during the Mardi Gras, and that the officers will attend the formal inauguration ball.

c. The leading petty officer of a department informs a seaman that he will have to remain after liberty call and help with the repair of some equipment.

d. None of the above

Question 3.

Which of the following statements most correctly defines the term "grapevine"?

a. An unstable channel of communication within an organization over which reliable information of high interest to the sender and receiver is transmitted.

b. A fairly stable informal channel of communications within an organization over which rumors, or other informal and unofficial communications of high interest to the sender and the receiver, are transmitted.

c. A channel of communication whereby people can identify with a group, and pass information of high interest to each other.

Question 4.

The Commanding Officer of a ship feels that he can enhance the morale of his men by having weekly leadership meetings with the leading petty officers from each department. The only time available to hold the meetings is on Saturday mornings, or some evenings after normal working hours. He would like to know how the petty officers feel about such a program, and what ideas they might have which would assist him in setting it up.

Which of the following paragraphs most correctly specifies the way in which the Commanding Officer should use the informal communication network to accomplish his objectives?

a. The Commanding Officer should forward a memo to his department heads asking their comments and recommendations on the new program, allowing the grapevine to carry this information to the petty officers. There will be no problem in the Captain getting feedback on his proposal, as the leading petty officers within each department will be quick to act once hearing the word.

b. The Commanding Officer should ask a couple of the leading departmental petty officers what they think of his proposal, and ask them to sound out the others. Once the word has been passed along the grapevine, the Commanding Officer can judge from the feedback whether or not he should implement such a program.

c. The Commanding Officer should call an informal meeting of the petty officers to present the idea, to avoid distortion by the grapevine. He then can utilize feedback along the grapevine to identify the poor leaders who are interfering with the morale of the crew.

d. None of the above

Question 5.

An order has been put out aboard a ship requiring all men to maintain a full sea bag aboard at all times. One Division Officer notices, however, that his men are slow in complying with the order. He overhears one of his men telling another that there just isn't enough room on board to store his clothing. Furthermore, he says he doesn't care what the Captain wants, and he just won't comply with nonsensical orders.

Which one of the following paragraphs describes the best way in which the Division Officer should utilize the informal communication network to get compliance with the order?

a. Since the grapevine has a tendency to destroy information and people like to flout authority in front of their peers, the Division Officer should just ignore what he has overheard. He knows full well that the man has every intent of complying with the order, but doesn't want his shipmates to know this.

b. The Division Officer should casually pass the word about this problem upward along the grapevine, so that the Commanding Officer will get feedback. Thus the ridiculous order will be rescinded or modified.

c. Having utilized the grapevine to learn of the situation, the Division Officer should go to his reliable source in the division and have them put out the word which the Captain passed in the wardroom, that the Commanding Officer is going to require that each department hold a bag inspection in about a week. Since each man knows that he will have to account for all of his clothing at that time, the situation should soon be corrected.

Question 6.

A destroyer has been deployed and on station for four months. The men anticipated remaining on station for only three months when they deployed. The men are getting restless and irritable. None of them can think of a logical reason for the ship remaining on station after the normal three months.

Which of the following statements best describes the method that should be used to prevent the formation and spreading of rumors?

a. The Commanding Officer should ensure that his men are informed as to why the ship is remaining on station beyond the normal three month period.

b. The officers should circulate among the men to spot the grumblers and rumormongers, and any found should be called in for a dressing down.

c. Operations of ships are always subject to change, and this is something that the men will have to get used to. The men should be regularly informed of this fact.

d. On the occurrence of a rumor, the public address system should be used to acknowledge its existence, and deny its validity.

Question 7.

Which of the following is a correct definition of rumor?

a. Unverified communication which may be acted upon whether highly accurate or totally inaccurate; rumors are usually spread by the busybodies in the organization.

b. Official communication circulated along the grapevine which may be acted upon; it supplements an organization's weak formal system.

c. Unverified communication from an unknown source passed along the grapevine; the information contained may be completely true, partly true, or totally false.

d. None of the above

Question 8.

Which of the following statements correctly identifies the principle governing the spread of rumors?

a. Rumors spread in proportion to the ambiguity of the situation and the importance of the information carried on the grapevine.

b. Rumors circulate along the grapevine at a rate independent of accuracy but are acted upon in proportion to their credibility.

c. Rumors travel over a fairly stable informal channel within an organization, rapidly spreading unofficial communications of high interest to the sender and receiver alike.

d. Rumors tend to spread laterally or downward at a rate proportional to their cause, and to a degree proportional to their credibility.

Question 9.

A ship is on weekly operations out of its home port and completes its scheduled exercises with local aircraft a day early. The Commanding Officer of the ship requests permission from the Flotilla Commander to remain on station to conduct ISE (Independent Ship's Exercises). The Flotilla Commander grants the ship's request and the ship commences its ISE. One of the radiomen tells some of the men at the noon meal that the reason the ship is remaining on station conducting ISE is not because they have to, but because the Captain wants to make points with the "Big Boys."

Which of the following statements best describes the steps the Commanding Officer should take to effectively combat the rumors which have started?

a. Investigate to find out who started the rumor and have the guilty radioman under threat of mast punishment; pass the word that he was mistaken.

b. Use the grapevine as a feedback mechanism for close monitoring of the crew's attitudes since the rumors carry a message for him.

c. Acknowledge and bring the existing rumors out into the open by announcing over the public address system why he has requested that the ship remain on station to conduct ISE.

d. The Captain should circulate informally and put out the word that the ISE was ordered by the Flotilla Commander.

Question 10.

LT Short is assigned to an inland ammunition depot for his first shore duty station. Located in a remote area, the depot employs a large number of local civilians. Upon arrival, the first thing LT Short hears from his small section is the rumor that the depot is going to be phased down to caretaker status in the next six months. This rumor is reinforced by the fact that a number of employees have been recently released from their jobs.

Which statement outlines the most appropriate steps

LT Short should take to combat the rumor?

a. He should energetically assume his new duties, acknowledging that he has heard the rumor but informing his subordinates that he knows the rumor is not true and that he will keep them informed of any new developments. To make the denial official, he should also publish a memo to that effect.

b. He should insure that he initially establishes and continues to maintain high credibility as a leader. He should make a concerted effort to insure that his subordinates feel secure and should keep them informed, circulating informally to discuss what is going on within the organization. In addition, he should use the grapevine as a feedback mechanism for close monitoring of group attitudes.

c. He should first circulate informally among his subordinates to determine the cause of the rumor and to identify the rumor-mongers. He should then discuss with them what is going on within the organization. Lastly, he should use the grapevine as a feedback mechanism for close monitoring of group attitudes.

d. In order to establish and maintain high credibility as a leader, he should strongly deny the rumor over the public address system and make it clear that spreading unverified information will not be tolerated. He should then circulate informally to spot any trouble makers within the organization.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Four SEGMENT VI

REMEDIATION TEXT Audio Script (HHATS)

ITEM	ANSWER	REMEDIATION REFERENCE
1	b	Pages 1-4
2	b	Pages 1-2
3	b	Pages 1-2
4	b	Pages 3-6
5	c	Pages 8-9
6	a	Pages 10, 16-19
7	c	Page 10
8	a	Pages 11-15
9	c	Pages 16-19
10	b	Pages 16-19
11		
12		
13		
14		
15		

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Four Segment VI

ITEM NO.	T. O.	E. O.
1	1	
2	1	1
3	1	2
4	2	
5	2	1
6	3	
7	3	1
8	3	3
9	4	
10	4	1

Question 26.

Which of the following examples is representative of informal communication?

a. The Division Officer tells his leading Chief that the Captain will be holding a personnel inspection in about two weeks time, but this information has not yet been published in the Plan-of-the-Day.

b. A seamen tells his buddy that he transmitted the reply to the Flotilla which had requested the ship to remain on station and conduct ISE (Independent Ship's Exercises), and that in fact the ship could have left station early, returned to port, and granted liberty to the crew, if the Captain had insisted.

c. The Senior Watch Officer explains to the XO how he would like to set up the watch bill for the upcoming holiday season to allow as many men as possible to take leave during the period, and asks for the XO's approval.

d. All of the above

Ans. b, Ref. 4.6, TO-1/EO-1

PART 4 SEGMENT VI

T. O. Number	TEST ITEM
1	A week prior to the deployment of a submarine on extended operations, some men bring aboard several cases which are taken to the communications center. The men are on and off the ship several times during that week, but no one knows why they are there or what they are doing. After the noon meal one day, one of the crew asked the radioman sitting at the table with him what was going on. The radioman said that he thought that they were installing some equipment, but what he wasn't sure, for he was not allowed in the area in which they were installing it. The radioman elaborated that it must be something important, as two specialists would be going on the deployment with them, and that even the chief radioman was not allowed in the area in which these men were working. What would be the most probable outcome of the above communication? (a) It will satisfy the needs of belonging and status for the man with whom the radioman talked since this need is not satisfied through the formal communication network. (b) The radioman is merely supplementing the downward communication of the formal communication network. (c) Such informal communication can start a rumor which may become totally distorted as it spreads. (d) The informal communication will act as a safety valve, since everyone is emotionally worked up over the secrecy. Answer: c

REVISION______DATE:

PART 4 SEGMENT VI

T. O. Number	TEST ITEM
1 EO-3	Which of the following statements is correct concerning the history of the grapevine? (a) Grapevine is a term which arose during the Spanish-American War and got its name from the manner in which telegraph lines were strung. Troops had to string the wires as they moved across the countryside rapidly, and the way they hung between the poles they resembled grapevines. (b) The term arose during the American Civil War, and got its name from the manner in which bare telegraph lines were strung from the trees. At the time, there were no mechanical means of communication other than the telegraph, so the troops had to string the wires hastily as they moved through the area. (c) The term arose during the American Civil War, when grapevines were often used by scouts as improvised signal flags to signal from one treetop to another. Thus, word passed from one person to another was said to have come from the grapevine. (d) The term arose from an incident in the American Civil War, when a spy was caught lurking behind the White House grapevine, which he had used to conceal a telegraph tap. Answer: b
REVISION______DATE:	

PART 4 SEGMENT VI

T. O. Number	TEST ITEM
1 EO-4	Which of the following statements correctly describes the disadvantages of the grapevine? (a) The grapevine spreads rumors, untruths, and acts as an emotional safety valve. (b) The grapevine decreases the control over the degree of accuracy of the information, and satisfies needs extraneous to the formal organization. (c) Through the grapevine, irresponsibility, uncontrollability, unpredictability and inaccuracy may occur. (d) None of the above. Answer: c

REVISION______DATE:

T. O. Number	TEST ITEM
1 EO-5	Select from the statements below the one which best describes the advantages of the grapevine. (a) It supplements downward communication through the formal organization, and provides an indirect means of implementing actions. (b) It develops group identification and interest in their work, and strengthens the credibility of the formal communication system. (c) It delivers information upward which the leader sorts and interprets, and delivers information downward in the form of orders. (d) It satisfies the need for status of the men, delivers information upward, and delivers regulations and policy downwards. Answer: a

REVISION______DATE:

PART 4 SEGMENT VI

T. O. Number	TEST ITEM
1 EO-5	Which of the following statements best describes the advantages of the grapevine? (a) The grapevine develops group identification and interest in their work, supplements downward communication through the formal organization, and speeds the transmission of information. (b) The grapevine speeds transmission of information, delivers information upward, satisfies the need of people belonging to a group, and frequently provides an emotional safety valve. (c) The grapevine develops group identification by satisfying their need of belonging, supplements downward communication through the formal organization, and speeds the transmission of information. (d) All of the above. Answer: d

REVISION______DATE:

PART 4 SEGMENT VI

T. O. Number	TEST ITEM
2	A Destroyer Squadron Commander wants to build a competitive spirit among the units in his squadron. He believes that an intra-squadron sports program and awarding of a trophy to the unit which builds up the most points in competition would help to build this spirit. However, since most of the sports activities would take place in the evenings and on weekends, he is not sure if he would be defeating his purpose by creating a morale problem. Which of the paragraphs below specifies the most effective way of utilizing the informal communication network? (a) The Squadron Commander should propose his idea to the Commanding Officers of the ships in the squadron and have them pass the information via the grapevine. The Squadron Commander should wait for feedback before implementing the program. (b) The Squadron Commander should implement the program on a temporary basis, and utilize the grapevine to determine the effects of the program. (c) The Squadron Commander should propose his idea to the Commanding Officers of the ships, letting them pass it to their men via the grapevine. However, since the grapevine has a tendency to distort information, the Squadron Commander should then follow up with a formal questionnaire requiring each man to state his views on the proposal. (d) The Squadron Commander should personally visit the ships and talk with the men on each to obtain their reactions on his proposal. In so doing, the Squadron Commander would be able to eliminate any distortion of the proposal and be able to better evaluate the feedback. correct answer: a

REVISION______DATE:

PART 4 SEGMENT VI

T. O. Number	TEST ITEM
2 (EO-1)	The senior watch officer on a ship wants to change from three duty sections to four duty sections. However, this will permit fewer men in each section, and the men will have to stand more watches and do more work each time they stand the duty. He privately informs a few of the leading petty officers aboard of his plans, and allows the grapevine to pass the word throughout the ship. Why did the senior watch officer choose to use the grapevine to transmit the information about his plans? (a) He is using the grapevine to test his idea of changing the duty sections from three to four, and obtain the reactions of the crew. (b) He chose to utilize the grapevine to test its credibility in order to lay the groundwork for future programs. (c) The senior watch officer utilized the grapevine to determine who his potential leaders were. (d) The senior watch officer used the grapevine to test the credibility of the ship's formal communication system. answer: a

REVISION______DATE:

PART 4 SEGMENT VI

T. O. Number	TEST ITEM
3	A submarine is returning to its home port after a six month deployment. The maneuvering watch has been set, and the submarine is in the channel heading into port when the commanding officer orders a reverse of course, secures the maneuvering watch, and heads the submarine out to sea. Which of the following statements best describes the method which should be used to inform the men of the reason for the change in course? (a) Once the ship is headed back out to sea the commanding officer should explain the situation to his officers and have them pass the information through the chain of command. (b) The commanding officer should inform the men on the bridge at the time, of the reason for the change, and let the grapevine carry the word rapidly to all hands. (c) The commanding officer should have the ship's yeoman prepare a special bulletin containing the facts about the sudden change in course and have it distributed immediately to all hands. (d) The commanding officer should use the public address system and inform all hands as to why they have reversed their course and are headed back out to sea. answer: d

REVISION______DATE:

T. O. Number	TEST ITEM
3	Aboard a destroyer there are three men who have applied for the Navy Enlisted Scientific Education Program. Several months go by and finally a speedletter is received on board announcing that two of the three men who applied for the program have been accepted. The two men who have been selected for NESEP are very happy but the third man feels quite dejected. The man who was not selected for the program might start a malicious rumor about the other two men, saying that they helped each other during the selection examination or some other tale which would explain his rejection. Which of the following statements best describes the method which should be used to prevent the formation of a rumor? (a) Each of these men should have been informed during their interviews that even though they qualify for the program, and pass the acceptance examination, that there is no guarantee that they will be selected for the NESEP. Selection is determined by the number of persons applying for the program, and the number of persons to be accepted for that fiscal year. (b) This is an opportunity to inform the men about NESEP. A notice should be published in the Plan-of-the-Day giving the requirements and application procedure along with the information in (a) above. The notice should further indicate that the three men were honored by qualifying for application, whether or not they were accepted. (c) An indoctrination session on NESEP should be held for the crew, passing the information in (b), and personally introducing all three men as commendable examples for the crew. (d) The public address system should be used to inform the men as in (c) above, in order to avoid the delay of the methods in (b) or (c). answer: c

REVISION______DATE:

PART 4 SEGMENT VI

T. O. Number	TEST ITEM
4	The supply officer of a ship has done nothing about processing a request for a coffee pot in the ship's office. One of the yeomen puts the word out that the supply officer wants the coffee pot for his own use and will not process their request until he has procured one for himself. Which of the following steps should the supply officer take to effectively combat the rumor? (a) Circulate informally and discuss what is going on within the ship's hierarcy. (b) Acknowledge and bring the existing rumor out into the open by publishing a notice in the Plan-of-the-Day that the rumor is not true. (c) Inform the commanding officer that the yeoman in the ship's office has started a malicious rumor about him. (d) None of the above. answer: d

REVISION______DATE:

PART 4 SEGMENT VI

T. O. Number	TEST ITEM
3 E.O. 2	Which of the following examples indicates the correct cause of the rumor? (a) Three men apply for reenlistment under a special program, but one of the men does not meet all the requirements for the program and is turned down. He tells one of his shipmates that one of the men who was selected for the program had once been caught stealing. This rumor was caused by maliciousness. (b) A ship was extended on operations indefinitely due to the breakdown of a main engine on the ship which was enroute to relieve them. The crew does not know why the ship has been extended on station, and start all sorts of rumors as to the cause of the extension. This rumor was caused by the desire to "smoke out the truth." (c) Neither (a) nor (b) are correct. (d) Both (a) and (b) are correct. answer: d

REVISION______DATE:

PART 4 SEGMENT VI

T. O. Number	TEST ITEM
4	A ship that has been deployed for five months arrives in Yokosuka, Japan for rest and recreation. Sixteen hours later the crew is recalled from their leave and liberty and the ship sails out of the harbor as soon as the last man is on board. One of the radiomen passes the word that he saw something about Hong Kong and an amphibious assault in a message which was received earlier that day, and the rumors immediately flow rapidly through the ship. The message which the ship had received concerned getting some urgently needed spare parts to one of the amphibious assault ships which was docked in Hong Kong. Which of the following statements best describes what action the commanding officer should take to effectively combat the rumors? (a) Acknowledge and bring the existing rumors out into the open by announcing on the public address system why they were suddenly called back to the ship and are steaming out of port. (b) Utilize the grapevine as a feedback mechanism for the close monitoring of the crew's attitudes and to determine potential leaders. (c) Investigate to determine the cause of the rumor, and institute security procedures to cut down on loose talk by the radiomen. (d) Contact one of the radio chiefs and have him put out the correct word on the grapevine, including information as to which hold contains the parts to insure credibility. answer: a

REVISION______DATE:

Question 6.

"The state of a person in any situation where his general well-being is threatened, and where no readily available response exists to reduce the threat" defines:

a. Stress

b. Chronic fatigue

c. Fear

d. Panic

Answer: a Ref. CO VI-A.1.

Question 16.

Rumor A: YNSN Smith, one of the Captain's yeomen, told SN Jones that the ship's deployment was to last two months longer than originally scheduled.

Rumor B: YNSN Smith, one of the Captain's yeomen, told PO2 Long that liberty would commence three hours early the following day.

Why did Rumor A most likely obtain a greater transmission speed than Rumor B?

a. The grapevine network operates in a lateral dimension.

b. Rumor A was of greater believability to the men than Rumor B.

c. Rumor A was of greater interest to the men than Rumor B.

d. All of the above

Answer: c Ref. CO VI-A.1.

Question 20.

An informal form of communication that supplements both downward and upward communication within the formal organization is:

a. Lateral communication
b. The grapevine
c. The open-door policy
d. Oral reports and requests

Answer: b Ref. CO VI-A.1; VII-A.3.

Question 26.

Which of the following statements BEST illustrates the manner in which both rumors and fear can be eliminated?

a. Develop a stronger communication network--both formal and informal.

b. Transmit as much complete and factual information as possible in a quick and effective manner.

c. Never admit your own fear and keep communicating your self-confidence.

d. Stress the helpfulness of your open-door policy and encourage its use.

Answer: b Ref. CO VI-A.2; VII-A.2.

Question 11.

CDR Maye, the Commanding Officer of a destroyer off the coast of Viet Nam, has become aware that a totally untrue story concerning the ship's scheduled return to the United States is circulating among the crew.

What action should be taken to combat this rumor?

a. Call a meeting of the chief petty officers and ask them to identify source of rumor.

b. Ensure only factual information is transmitted.

c. Circulate informally and discuss what is going on within the organization hierarchy.

d. Announce the ship's schedule over the 1MC. and publish it in the plan of the day.

Answer: d Ref. CO VI-A.2.d.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART FOUR

ACHIEVING EFFECTIVE COMMUNICATION

Segment VII

Communication Under Battle Situations

Progress Check

WESTINGHOUSE LEARNING CORPORATION
Annapolis, Maryland
1971

COMMUNICATION UNDER BATTLE SITUATIONS

PROGRESS CHECK

Question 1.

From the following choices, select the one that correctly identifies a situation in which panic is evident.

a. During an attack on his ship, ENS Palmer deserted his post and tried to convince his shipmates to jump overboard.

b. The Captain issues the order "Abandon ship" when he is sure that his ship has sustained irreparable damages.

c. During his first combat experience ENS Wood became violently ill and nauseated, and considered deserting his post.

d. During his first combat experience, ENS Bark noticed that he was trembling and that his leg was jerking uncontrollably.

Question 2.

During the night, the USS Patterson encountered a typhoon in the Gulf of Tonkin. ENS Long was awakened by the ship's violent pitching. The storm was making him very uneasy and he decided to go to the galley for a cup of coffee. When he entered the galley he found many crew members already there. As the conversation progressed, the tension dissipated noticeably, and the talk turned to the next Hong Kong visit.

Select the statement that identifies the manifestation of fear among the personnel described above.

a. They were displaying negative fear characteristics.

b. They were displaying no visible manifestations of fear.

c. They were displaying positive fear characteristics.

d. They were displaying intuitive fear characteristics.

Question 3.

The USS Snipe, which had been assigned picket duty off the coast of Korea, was constantly being tormented by nearby hostile patrol boats. After several weeks, ENS Bates noticed that efficiency in his Combat Information Center declined significantly. In addition, the men were easily angered over trivial matters and seemed unusually tired. Dissension among the crew was widespread and morale was low.

Select the statement that best describes the manifestations of fear illustrated above.

a. The men were displaying negative fear characteristics.

b. The men were displaying negative and positive fear characteristics.

c. The men were displaying positive fear characteristics.

d. The men were displaying exaggerated fear characteristics.

Question 4.

Select the statement that best defines stress.

a. The state of a person in any situation where he demonstrates negative responses and an inadequate capability to cope with fear situations

b. A behavior tendency that is demonstrated by deep states of depression and intense agitation

c. The state of a person brought on by abnormally excessive activity

d. The state of a person in any situation where his general well-being is threatened, and where no readily-available response exists to reduce the threat

Question 5.

SGT Richards, who was stationed in Vietnam, realized the dangers involved in convoy duty. Subsequently, each time Richards knew he was going to be given such an assignment, he reported himself ill at sick bay.

Select the statement that best describes the negative characteristics of fear portrayed in the above example.

a. Richards was exhausted and used sick bay to avoid convoy duty.

b. Richards was a victim of an uncontrollable fear that compelled him to report to sick bay.

c. Richards was displaying avoidance behavior tendencies by reporting to sick bay.

d. Richards was manifesting the symptoms of a mental disorder.

Question 6.

From the following choices, select the statement that is the best means of ensuring the understanding of orders.

a. The leader conforms to the accepted methods of delivering orders and repeats the orders to ensure understanding.

b. The leader issues orders in a measured, crisp, authoritative manner and then asks the men if they know what to do.

c. The leader threatens men with the possibility of being put on report for misunderstanding orders.

d. All of the above

Question 7.

From the following choices, select the statement that identifies orders issued in a manner appropriate for a stress situation.

a. The leader says: "Gentlemen, our mission is to clear this area for a field hospital. Read your orders and ask any questions you may have concerning the accomplishment of the mission."

b. While on patrol, LT Bains observed incoming mortar fire approximately 25 yards away. He ordered his unit, "Move out, on the double, take cover in the ravine."

c. During a night map exercise, LT Moore stopped to give orders. He said, "We proceed up this hill and then take a road three miles that bears to the left."

d. All of the above

Question 8.

After two days as the forward observer for G Company, 1-LT Parks began to experience the loneliness of his new and dangerous assignment. He then started thinking about his own unit. He wanted to rejoin them as soon as possible.

From the following choices, select the statement that best describes the positive characteristic of fear portrayed above.

a. LT Parks is strongly motivated to seek the company of others, and realizes how important his own unit is to him. He is more likely to carry out his mission successfully on account of this.

b. LT Park's loneliness is not being dispelled, and his fear is mounting.

c. Due to his dangerous assignment, LT Parks is developing fatigue and its accompanying symptoms.

d. His situation is temporarily hopeless and relief is not readily available.

Question 9.

1-LT Locke was assigned to assault and secure Hill 283. LT Locke called his Platoon Leaders together to brief them. The general plan was explained, but by some oversight the 2nd Platoon was given incorrect movement information. The result was a reduction in firepower which created confusion in the assault phase of the mission.

Select the statement that describes the best alternative presentation by LT Locke to the 2nd Platoon that would have ensured effective communication of the necessary information.

a. LT Locke should have repeated verbatim the information contained in the orders.

b. LT Locke should have followed a standard format in briefing the Platoon, and should have asked for feedback during the briefing.

c. LT Locke should have briefed his men about unexpected movements of personnel during combat conditions.

d. LT Locke should have given alternate orders on the battlefield, and should have requested support from the rear areas.

Question 10.

Select the statements that describe the steps to take during battle conditions to make communications more effective.

1) The leader should use a standard format for preparing and issuing his order.

2) The leader should issue verbal orders in a measured, crisp, authoritative manner, and should require feedback from individuals so that understanding is assured.

3) The leader should ensure that each person under stress understands the "big picture," so that decisions to shift personnel from one place to another will not be unexpected.

4) The leader should make sure that everyone concerned with the mission is present at the briefing, to ensure complete distribution of orders.

a. 1, 2, and 4

b. 1, 3, and 4

c. 1, 2, 3, and 4

d. 1, 2, and 3

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Four SEGMENT VII

REMEDIATION TEXT Audio Script (HHATS)

ITEM	ANSWER	REMEDIATION REFERENCE
1	a	Page 8
2	c	Pages 3-7
3	a	Pages 3-5
4	d	Pages 1-2
5	c	Pages 3-5
6	b	Pages 9-10
7	b	Pages 9-10
8	a	Pages 6-7
9	b	Pages 9-10
10	c	Pages 9-11
11	☐	
12	☐	
13	☐	
14	☐	
15	☐	

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Four Segment VII

ITEM NO.	T. O.	E. O.
1	1	2
2	1	4
3	1	3
4	1	1
5	1	3
6	2	3
7	2	2
8	1	4
9	2	
10	2	1

Question 54.

Select the statement that BEST describes panic.

a. Panic is defined as a state in which the general well-being of the individual is threatened and where no readily available means exist to relieve the threat.

b. Panic is defined as a state of uncontrollable fear characterized by desire to be with others and chronic fatigue.

c. Panic is defined as an uncontrollable state of fear in which an individual becomes temporarily unreasoning and oblivious to everything but his crisis, which makes communication almost impossible.

d. Panic is defined as a state of mind in which an individual is overcome by fear and is rendered uncontrollable.

Ans. c, Ref. 4.7, TO-1/EO-5

T. O. Number	TEST ITEM
1	The destroyer USS Snipe was under heavy enemy aircraft attack. Sonar had detected a submarine within the ship formation and the USS Snipe was retaliating with a pattern of depth charges. ENS Blake was on the bridge and responding to orders during the search and attack mission. Suddenly he became enraged, and perspiration streamed down his face. LCDR Langley noticed that Blake was no longer responding to orders or to the combat situation. From the choices below, select the statement that correctly describes the steps that would effectively prevent general panic. a. LCDR Langley should immediately reprimand ENS Blake and threaten him with disciplinary action if he doesn't calm down. b. LCDR Langley should relieve ENS Blake of duty and send him to sick bay until further notice. c. LCDR Langley should instruct the men to ignore ENS Blake. and inform them that he is now issuing the orders. d. LCDR Langley should order ENS Blake to watch him and to follow every action in detail. correct answer: b
	REVISION__________ DATE:

PART 4 SEGMENT VII

T. O. Number	TEST ITEM
1 (EO-6)	From the situations described below, select the one that is an example of panic. a. An individual seeks the company of others during stress situations. b. An individual is easily angered and complains of severe fatigue. c. An individual feels that his well-being is threatened and that relief is not readily available. d. An individual jumps up, compromising his hidden position, and starts firing in all directions. He does not respond to orders to return to his position and to cease fire. correct answer: d

REVISION______ DATE:

T. O. Number	TEST ITEM
1 (EO- 3)	From the choices below, select the situation that may be classified as an example of fear. a. An individual exhibits symptoms of severe exhaustion and appears incapable of performing well enough to complete his objective. b. After waiting several hours for the enemy to charge, an individual throws his weapon away and runs toward friendly lines. c. An individual stares into space and does not respond to orders. d. An individual feels he is not taking active part in the mission. As his feelings of apprehension mount, he begins to loose control of himself. correct answer: a

REVISION______DATE:

T. O. Number	TEST ITEM
1 (EO-4)	After two days as the foward lookout for G Company, 1st LT Parks began to experience the loneliness of his new dangerous assignment. He then started thinking about his Company and realized how important the group was to him. He wanted to rejoin them as soon as possible. From the choices below, select the statement that best describes the positive characteristics of fear portrayed above. **a.** By wanting to rejoin his group, LT Parks is trying to find the company of others. **b.** LT Park's loneliness is not being dispelled, and his fear is mounting. **c.** Due to forward position, LT Parks is developing fatigue and its accompanying symptoms. **d.** His situation is temporarily hopeless and relief is not readily available. correct answer: a
	REVISION__________DATE:

T. O. Number	TEST ITEM
(EO- 6)	From the situation described below, select the one that correctly identifies a situation in which panic is evident. a. During an attack on his ship, ENS Palmer deserts his post and tries to convince his shipmates to jump overboard. b. During an attack, ENS Palmer notices that the ship is beginning to list drastically to starboard. Before abandoning ship, he tries to convince his shipmates to do the same. c. During his first combat experience ENS Palmer becomes violently ill and nauseated, and considers deserting his post. d. During his first combat experience, ENS Palmer notices that he is trembling and that his leg is jerking spastically. correct answer: a

REVISION______DATE:

Question 35.

SN Oakes has just succumbed to a stress situation. As his division officer, what action should you take?

a. Force SN Oakes to seek the company of others.

b. Acknowledge your own fear in front of SN Oakes.

c. Immediately remove SN Oakes from sight and isolate him.

d. Ensure that SN Oakes takes some positive action in the present situation.

Answer: c Ref. CO VII-A.2.a,b.

Question 12.

LT Brenner is a platoon leader who is taking his men into combat for the first time.

What should LT Brenner strive to do?

a. Treat panic-stricken followers as casualties; issue orders crisply; keep out of sight as much as possible in order to insure continuance of leadership.

b. Issue orders crisply and authoritatively; require feedback to ensure understanding; acknowledge own fear; circulate at his own risk, but keep others separated.

c. Issue warnings concerning treatment of men succumbing to panic; acknowledge own fear; require feedback to ensure understanding.

d. Issue orders crisply; require feedback to ensure understanding; acknowledge own fear; circulate and keep men aware of the presence of others.

Answer: d Ref. CO VII-A.2., 3.